



Scheme of Delegation

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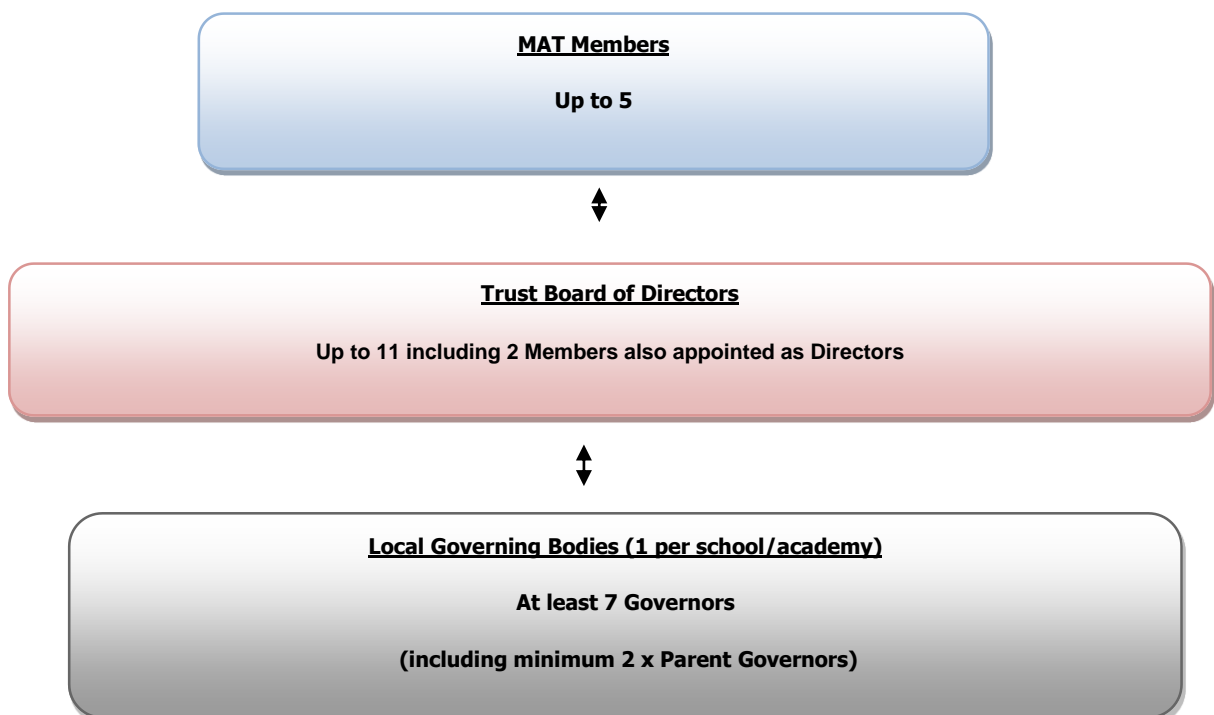
“Learning together; to be the best we can be”

1. Multi Academy Trust Board Scheme of Delegation (SoD)

1.1. The Nexus Multi Academy Trust's (MAT) Board of Directors (also referred to throughout this document as "the Trust Board", "Directors", or "TB") are accountable in law for all major decisions about the academies that compile the MAT.

1.2. This document outlines the how the Trust Board have resolved to delegate responsibilities down through the various layers of governance within the MAT structure. Any decision to delegate a task/responsibility is made by the full Board of Directors. Without such delegation, an individual/committee has no power to act.

1.3. The structure of the Nexus MAT Governance is as follows:



1.4. The table included in this document (chapter 2) shows to which level the Trust Board has chosen to legally delegate functions.

- 1.5. The Trust has been founded on the belief that governance should be focused on supporting a child as best it can, which means that the “servant leadership” philosophy of the Trust is best reflected structurally as follows:



- 1.6. This document should be read in conjunction with the job descriptions of the Chief Executive Officer, Chief Finance Officer, Headteachers and Business Managers as well as the Trust’s Governance Handbook and the Trust’s Delegated Financial Powers Handbook.
- 1.7. The Trust Board is responsible for the strategic direction of the Trust and this will inform the strategic direction of the individual academies that form the MAT.

- 1.8. Although decisions may be delegated, the Trust Board as a whole remains responsible for any decision made under delegation.
- 1.9. Trust Board committees can be given delegated authority to make decisions, monitor, evaluate and review particular plans, policies and targets. The Chief Executive Officer and Trust employees play a major role in formulating plans, policies and targets to bring to committees or to the Trust Board for discussion prior to adoption by the full MAT.
- 1.10. The Trust Board has established two committees with delegated powers: the Audit & Finance Committee and the Standards Committee. Each of these committees has terms of reference, and is appointed to with a majority of Trust Directors. Local governors may hold associate membership of these committees, but hold no voting rights.
- 1.11. The Trust Board has also established an advisory committee, with Headteachers and local governing body chairs invited to attend. This advisory committee holds no delegated powers and is a forum for the Board and Headteachers/local governing bodies to be formally consulted on appropriate Trust business.
- 1.12. Whilst the Department for Education uses the term “Local Governing Board” for individual academy/school governance boards, Nexus uses the term “Local Governing Body”. Local Governing Bodies have also been given delegated authorities to make decisions, monitor, evaluate and review plans, policies and targets in relation to their own academy, on behalf of the Chief Executive Officer who is named “accounting officer” responsible to HM Parliament and Companies House.
- 1.13. The Chief Executive Officer and the Headteachers are responsible for internal organisation, management and control of the group/schools and are accountable to the Trust Board.
- 1.14. As part of its responsibilities, the Trust Board will ensure that this document is reviewed at least annually, and whenever there are changes to the structure and/or constitution of the MAT. Nationally, there are many different MAT models with different approaches to delegation and governance structures. Nexus MAT will seek to all points to learn from the

best practice of others and also reflect on what is and isn't working well for this Trust.

- 1.15. This scheme of delegation is reflective of "business as usual" for the Trust. The Trust Board may reserve the right to vary the delegation of powers in exceptional circumstances (such as the suspension of an officer employed by the Trust) or where an academy requires intervention, in line with the Trust policy academies causing concern or sponsored academies. The Trust Board cannot revise those powers held by Members. Only members can amend these.

2. Delegation of Responsibilities Table

2.1. Key

M: Members

TB: Trust Board (of Directors of Nexus MAT)

TBC: A Committee of the Trust Board

CEO: Chief Executive Officer or Chief Finance Officer (where it is not the CEO, this will be explicitly stated as the CFO in the "accountability" column).

LGB: Local Governing Body

HTs: Academy Headteachers

Dark Blue box Function **cannot** be carried out at this level

✓ Action could be undertaken by this level. Where a tick is used for more than one tier of delegated responsibilities for the same function, this means that either/or level can discharge delegated responsibilities dependent on the needs of the business at that time.

A To advise on function.

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
1. Trust Board, governance and strategy								
1. Trust Board, governance and strategy	1.a Appoint members	✓						
	1.b Remove members	✓						
	1.c Appoint Directors	✓	✓					
	1.d Remove Directors	✓	✓					TB accountable to Members
	1.e Appoint/remove Chief Executive Officer		✓					TB accountable to Members
	1.f Review/amend articles of association	✓	A					TB to advise Members
	1.g Approve annual report to members on Trust performance		✓					TB accountable to Members
	1.h Determine Trusts vision, values & ethos	✓	✓					TB accountable to Members
	1.i Setting the trust wide strategy / agreeing key performance indicators (KPI) to inform progress of 3-5 year plan		✓		A			TB accountable to Members

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
1. Trust Board, governance and strategy								
1. Trust Board, governance and strategy	1.j Contextualise trust wide vision/strategy in each academy					✓	A	LGB accountable to CEO
	1.k Establishing governance structure for the trust / review scheme of delegation.		✓					
	1.l Appoint / remove Trust Board clerk		✓		A			TB accountable to Members
	1.m Appoint/remove clerk to academy LGB's				✓	A	A	LGB accountable to CEO
	1.n Appoint chair of Trust Board and Trust Board committees		✓					TB accountable to Members
	1.o Appoint/remove chairs of LGB's		✓		A	A		LGB and CEO to advise TB
	1.p Appoint local governors				A	✓		
	1.q Lead on director recruitment		✓					TB accountable to Members
	1.r Annual self-review - assess whether size/composition/governance structure conducive against effective working		✓		A	✓	A	TB accountable to Members LGB accountable to TB CEO to advise
	1.s Carry out 360 review chair performance		✓	✓		✓		TB accountable to Members LGB accountable to TB CEO to advise
	1.t Annual review of Director contribution / succession planning		✓					Chair of TB
	1.u Election of parent governors					✓		LGB accountable to TB
	1.v Agree Terms of Reference for all standardised Trust Board committees including local/regional governance layers		✓		A	A		TB accountable to Members
1.w Agree Headteachers report format				✓	A	A	CEO accountable to TB	
1.x Receive/review termly Headteachers report					✓		LGB accountable to CEO	

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
1. Trust Board, governance and strategy								
	1.y Agree trust schedule of business (SoD)		✓		A			TB accountable to Members
1. Trust Board, governance and strategy	1.z Agree LGB annual schedule of business				✓	A		LGB accountable to TB
	1.aa Receive/review termly CEO report		✓					CEO accountable to TB
	1.bb Report annually on effectiveness of LGBs				✓	A	A	CEO accountable to TB
	1.cc Enhance trust wide collaboration				✓			CEO accountable to TB
	1.dd Hold CEO to account for effective implementation of strategy		✓					TB accountable to Members
	1.ee Ensure trust complies with publishing requirements on trust website including governance structure and Director details		✓		A			CEO accountable to TB for compliance of MAT and academies within trust
	1.ff Establish a register of interests in compliance with requirements set out in the academies financial handbook		✓			✓		TB accountable to Members LGB accountable to CEO

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
2. Staffing								
2. Staffing	2.a Performance management of the CEO and CFO		✓					TB accountable to Members
	2.b Appoint/remove Executive leadership tier (non-Academy Trust staff)				✓			CEO accountable to TB
	2.c Performance management of Academy Headteachers and other senior staff employed centrally by the Trust.				✓			CEO accountable to TB.
	2.d Appoint/remove/performance management of central trust staff				✓			
	2.e Appoint/remove academy Headteachers		✓		✓	A		Chair of LGB to sit on appointment panel.
	2.f Performance management of Headteachers				✓	A		Chair of LGB to sit on PfM panel.
	2.g Agree approach to staffing policies – trust wide or delegation to local level		✓		A			TB accountable to Members
	2.h (Where applied) Development of trust wide staffing policies				✓		A	CEO accountable to TB
	2.i Approval/consult on staff policies including: staff appraisal, grievance, discipline, capability, pay, appointments, dismissal, suspension and redundancy		✓		✓		A	CEO accountable to TB
	2.j Recommend central trust staff structure				✓			CEO to recommend to TB
	2.k Agree central trust staffing structure		✓					TB accountable to Members
	2.l Agree academy staffing structure				✓	A	A	HTs to recommend structure.
	2.m Appoint/dismiss/performance management of academy SLT					✓	A	HTs advise LGB. LGB accountable to CEO.
2.n Appointment, dismissal and						✓	HTs accountable to CEO	

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
2. Staffing								
	performance management of academy teaching and support staff							
	2.o Agree recommendations on teachers performance related pay					✓	A	LGB accountable to CEO
	2.p Facilitate discussions with unions and agree trust policies				✓			CEO accountable to TB

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
3. Finance								
3. Finance	3.a Designate named accounting officer (CEO)		✓					TB accountable to Members
	3.b Appointment of Chief Financial Officer		✓		A			CEO to advise TB
	3.c Overall responsibility of trust funds		✓	A				TB accountable to Members
	3.d Establish a scheme of financial delegation		✓	A				TB Audit & Finance Committee to advise and review
	3.e Establish a trust Audit & Finance Committee		✓					TB accountable to Members
	3.f Establish a separate Audit Committee if annual income of over £50m, or incorporate functions of audit committee in Audit & Finance Committee if under £50m		✓	A				TB accountable to Members
	3.g Agree local financial delegation for each academy		✓		A			TB Audit & Finance Committee to agree
	3.h Agree academy top slice/charging policy		✓		A	A		CEO to advise TB. TB to also consult with Headteacher/LGB Chair forum
	3.i Monitor use of financial procedures			✓	A			TB Audit & Finance Committee accountable to TB
	3.j Ensure central financial procedures are implemented effectively		✓					TB Audit & Finance Committee accountable to TB
	3.k Monitor effective use of local financial procedures					✓		LGB accountable to CEO
	3.l Ensure local financial procedures are implemented effectively					✓		LGB accountable to CEO
3.m Submit annual report and accounts Inc.: accounting policies, signed statement on regularity,		✓	A	A			TB accountable to Members	

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
3. Finance								
	propriety and compliance, incorporating governance statement							
	3.n Appoint external auditors		✓		A			TB accountable to Members
3.Finance	3.o Action external auditors report				✓			CFO accountable to TB
	3.p Monitor and evaluate value for money of overall trust performance			✓				TB Audit & Finance Committee to advise/accountable to TB
	3.q Appoint trust internal auditors / receive report			✓	A			CFO to advise Audit & Finance Committee
	3.r Action trust internal / external auditors report recommendations/requirements				✓			CFO accountable to Audit & Finance Committee
	3.s Action academy level internal auditor report						✓	HT accountable to CEO and LGB
	3.t Ensure academy level auditors report recommendations/requirements are actioned					✓	A	
	3.u Evaluate trust value for money			✓	A			TB Audit & Finance Committee accountable to TB
	3.v Monitor and evaluate value for money at academy level					✓		LGB accountable to CEO
	3.w Produce accurate and up-to-date reporting on trust wide financial data and accounting records				✓			CEO delegate to CFO
	3.x Produce accurate and up-to-date reporting on academy financial data and accounting records						✓	HTs to delegate to Business Managers, accountable to LGB and CFO.
	3.y Annual approval of trust balanced budget in accordance with ESFA timeframes		✓	A	A			TB Audit & Finance Committee to advise TB
	3.z Annual approval of academy balanced budget in accordance with					✓		LGB accountable to CEO

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
3. Finance								
	trust requirements and ESFA timeframes							
3. Finance	3.aa Monitor and review performance against trust budget			✓	A			TB Audit & Finance Committee accountable to TB CFO to advise
	3.bb Monitor financial performance against agreed academy budget					✓	A	LGB accountable to CEO
	3.cc Agree trust wide expenses policy		✓					TB accountable to Members
	3.dd Develop trust wide procurement strategies/procedures to ensure value for money and efficiency savings				✓			CEO delegate to CFO
	3.ee Ensure academy contractual arrangements comply with regulations and trust strategy / procedures				A	✓		LGB accountable to CEO CFO to advise
	3.ff Agree trust wide charging and remissions policy		✓					
	3.gg Authorise financial outgoings not covered by scheme of delegation		✓				✓	TB – Trust level LGB – Academy level

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
4. Risk Management								
4. Risk management	4.a Agree and review trust strategic plan		✓		A			CEO to advise TB
	4.b Implement trust expansion plan, exploring academy development, assessing opportunity against capacity and risk of organisational threats etc. Complete thorough due diligence process of any potential developments and acquisitions.		✓		A			TB accountable to Members CEO to advise
	4.c Approve expansion and permit acquisition of upcoming academies.		✓		A			TB accountable to Members
	4.d Agree trust wide strategy for insurance arrangements to deliver financial efficiencies		✓		A			CFO to advise TB
	4.e Ensure Trust risk management policies are in place and adhered to.		✓	A	✓		✓	HTs accountable to LGB at Academy level. CEO accountable to TB at Trust level.
	4.f Implementation and maintenance of trust risk register			✓	A			CEO to delegate to CFO – accountable to TB Audit & Finance Committee
	4.g Implementation and maintenance of academy risk register					A	✓	HTs accountable to CEO
	4.h Establish trust wide data protection and freedom of information policies and procedures		✓		A			TB accountable to Members CEO to advise
	4.i Agree a trust wide whistle blowing procedure		✓					TB accountable to Members
	4.j Establish a financial contingency plan/appropriate level of reserves to ensure continued operation in event of substantial financial loss		✓	A	A			CFO and Trust Audit & Finance Committee to advise TB

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
5. MAT & School Improvement								
5. School Improvement	5.a Ensure the Trust promotes pupil wellbeing/attainment as strategic priority		✓	A	A			CEO and Standards Committee to advise TB
	5.b Responsibility for cultivating trust focus on improving teaching and learning			✓	A			CEO and Standards Committee accountable to TB
	5.c Publish and regularly review a Trust development and improvement plan, taking learning from self-evaluation; Ofsted findings; lesson’s learned; and other best practice guidance		✓					TB accountable to Members
	5.c Develop a trust wide strategy for academy improvement planning (AIP) and self-evaluation		✓	A	A			CEO to advise TB
	5.d Agree format for academy improvement plan				✓	A	A	CEO accountable to TB
	5.e Agree format for academy self-evaluation (SEF)/quality assure SEF implementation				✓		A	CEO accountable to TB
	5.f Monitor and challenge academy progress against Academy Improvement Plan and Self-Evaluation data.					✓	A	LGB accountable to CEO
	5.g Agree trust approach to intervention for academies causing concern		✓		A			TB accountable to Members
5.h Action intervention plans (e.g. progress boards/IB’s) where required in line with intervention strategy		✓	✓	A			TB accountable to Members	

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
5. MAT & School Improvement								
5. School Improvement	5.i Promote awareness of national changes in education policy, developing trust wide strategies and procedures				✓		✓	Delegated from CEO to MAT School Improvement Lead
	5.j Develop/promote trust wide forums for the sharing of best practice, exploring perspectives on challenges facing education community				✓			Delegated from CEO to MAT School Improvement Lead
	5.k Assist Headteachers to develop academy curriculum in line with trust strategy				✓		A	Delegated from CEO to MAT School Improvement Lead
	5.l Hold school SLT to account for implementing academy curriculum					✓		LGB accountable to CEO
	5.m Implementation of trust wide teaching objectives/priorities at local level						✓	HTs accountable to LGB
	5.n Monitor/challenge quality of academy teaching/learning and pupil attainment					✓	A	LGB accountable to CEO

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
6. Pupils voice and family engagement								
6. Pupil voice and family engagement	6.a Decide on how to report trust/academy progress to parents		✓		A	✓		TB for Trust report LGB for academy level report
	6.b Agree and monitor implementation of broad and balanced curriculum, delegating sufficient resources, questioning SLT on suitability/rationale.					✓		LGB accountable to CEO
	6.c Development and enhancement of curriculum, decide which subject options should be taught and applying teaching and other resources where required						✓	HTs accountable to LGB
	6.d Agree academy year and academy day				✓	A	A	LGB accountable to CEO
	6.e Agree academy admissions policy					✓	A	LGB accountable to CEO
	6.f Consult on changes made to admissions arrangements or where no changes made consult at least every 7 years					✓	A	LGB accountable to TB
	6.g g As admissions authority, (1) mainstream academies: establish independent admissions appeal panel to address parent appeals (2) special school academies: establish process to address disagreements with commissioning local authorities' subsequent to placement consultations		✓					TB accountable to Members
	6.h Establish trust complaints policy and ensure compliance with this		✓		A			TB accountable to Members
	6.i Monitor academy website compliance with regulations including local governance structure/governor details.				✓	A		LGB to ensure compliance for respective academy. CFO to monitor and ensure overall compliance

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
6. Pupils voice and family engagement								
6. Pupil voice and family engagement	6.j Agree strategy to promotion of parental, pupil and local stakeholder voice					✓	A	LGB accountable to CEO
	6.k Implement strategy for parental and pupil voice						✓	HTs accountable to LGB
	6.l Agree sex education policy and ensure parents are informed of their rights.					✓	A	
	6.m Agree RE provision in compliance with statutory requirements & any trust deed					✓	A	LGB accountable to CEO
	6.n Agree collective worship policy in line with legislation and funding agreement					✓	A	HTs accountable to LGB
	6.o Decide on enrichment/extended services offer and stop if not sustainable					✓	A	LGB accountable to CEO
	6.p Ensure school food standards are met and the provision of free school meals to those pupils meeting the criteria.					✓	A	LGB accountable to CEO
	6.q Agree academy special educational needs and disability (SEND) policy					✓	A	LGB accountable to CEO
	6.r Agree academy safeguarding and child protections procedures					✓	A	LGB accountable to CEO
	6.s Responsibility for academy equality information and objectives statement					✓	A	LGB accountable to CEO
	6.t Implement timely policy review schedule		✓			✓		TB accountable to Members LGB accountable to TB

Area	Function	Delegated responsibility						Accountability
		M	T B	T B C	C E O	L G B	H T	
7. Premises, ICT and health and safety								
7. Premises, ICT and health and safety	7.a Implement trust ICT strategy to prioritise pupil wellbeing and maximise efficiency.		✓	A				TB Audit & Finance Committee accountable to TB
	7.b Lead on strategic oversight of effectiveness of premises/ICT strategies			✓	A			
	7.c Lead on trust forums promoting sharing best practice and improve trust strategies				✓			CEO accountable to TB
	7.d Decide local level health and safety procedure in line with Trust Policy					✓	A	LGB accountable to TB
	7.e Responsibility for trust compliance with H&S legislation		✓		A			
	7.f Approve academy lettings procedure in line with Trust Policy					✓		LGB accountable to TB

3. Terms of Reference

Nexus Multi Academy Trust Board

3.1. Membership

3.1.1. Up to 11 Directors plus the CEO. Additional directors can be co-opted in accordance with the Articles of Association.

3.2. Board Configuration

Role on Nexus MAT Board	Other governance role requirements
1. Chair & Director	Member
2. Vice Chair & Director	Member
3. Director	Chief Executive Officer
4. Director	None
5. Director	None
6. Director	None
7. Director	None
8. Director	None
9. Director	None
10. Director	None
11. Director	None

3.3. Meetings

3.3.1. Members meet when required, at least annually.

3.3.2. The Trust Board of Directors (Board) meet at least termly.

3.4. Quorum

- 3.4.1. The Trust Board will require a quorum of four Directors, who should include the Chair **or** Vice Chair of the Trust Board.
- 3.4.2. Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.
- 3.4.3. The quorum shall be any two-thirds (rounded up to a whole number) of the persons who are at the time Directors entitled to vote on those matters for the purposes of:-
 - 3.4.3.1. any vote on the removal of a Director; and
 - 3.4.3.2. any vote on the removal of the Chair of the Directors;

3.5. Term of Office

- 3.5.1. The term of office for any Director (other than Co-opted/Associate Directors) shall be four years. Subject to remaining eligible to be a particular type of Director, any Director may be re-appointed or re-elected by the Trust Board. The Chief Executive Officer will be appointed as a Director for the full term of their appointment in post, and will not require reappointment every 4 years.

3.6. Purpose

- 3.6.1. In line with its articles of association Nexus MAT is required:
 - to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum ("the mainstream Academies") or educational institutions which are principally concerned with providing full-time or part-time education for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless alternative provision is made for them ("the alternative provision Academies") or 16 to 19 Academies offering a curriculum appropriate to the needs of its students ("the 16 to 19 Academies") or schools specially organised to make special educational provision for pupils with Special Educational Needs ("the Special Academies"), and;

- to promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

3.6.2. The purpose of the Nexus Multi Academy Trust is to promote the best possible outcomes for children young people and families by adhering to the Trust vision, values and ethos. In striving to meet these, the Trust Board will be required to scrutinise decisions made by the Chief Executive Officer, Chief Finance Officer, Headteachers, Senior Leadership Teams (SLT) and Local Governing Bodies, acting as a critical friend to ensure the efficient and effective strategic management of the Academies that comprise the Trust.

3.6.3. The Trust Board has a duty to ensure high standards of support for all teaching and learning within its educational establishments.

3.7. Responsibilities

3.7.1. The Company Members are the signatories to the Company Memorandum.

3.7.2. The Chair of each Local Governing Body shall be appointed by the Directors of the Company as someone other than the Headteacher.

3.7.3. Skills Audit and Training

3.7.3.1. The Trust Board will every year undertake a self-assessment of their knowledge and skills.

3.7.4. Safeguarding

3.7.4.1. The appointments of all Directors will not be confirmed until they have been subject to an enhanced disclosure and barring record check through the relevant school admin officer, with the certificate numbers recorded by the clerk to the Trust Board.

3.7.4.2. The Trust will appoint a designated Director for Safeguarding.

3.7.5. Clerking

3.7.5.1. Each meeting must be called, managed and minuted according to the articles. The clerk must be formally appointed by the Trust Board and will keep a register of business interests for all directors. Draft minutes should be presented to the Chair within 10 days of the meeting. The key points from a Board meeting to be put forward to the Local Governing Bodies or a committee shall be agreed at the meeting and forwarded by the Clerk using the agreed pro-forma.

3.7.6. Meetings

3.7.6.1. The Directors shall hold at least three meetings in every school year. Meetings of the Directors shall be convened by the Clerk, with at least 2 weeks' notice.

3.7.6.2. Each meeting of the Trust Board should consider:

- 3.7.6.2.1. a report of the financial position of the Trust, including its income and expenditure and financial commitments;
- 3.7.6.2.2. whether adequate financial monitoring of the academies budget and activities is being undertaken;
- 3.7.6.2.3. progress on any action identified to improve financial arrangements at the academies;
- 3.7.6.2.4. significant contracts proposed to be entered into by the Trust;
- 3.7.6.2.5. details of any significant matters affecting the Trust's staff;
- 3.7.6.2.6. details of any significant matters affecting the pupils' welfare or education;
- 3.7.6.2.7. details of any significant matters affecting the academies assets e.g. buildings, computers etc.;

3.7.7. Delegations

3.7.8. Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Company shall be managed by the Directors who may exercise all the powers of the Company.

3.7.9. The Directors may delegate to any Director, committee (including any Local Governing Body or any other holder of an executive office), such of their powers or functions as they consider desirable to be exercised by them. Any such delegation shall be made subject to any conditions the Directors may impose and may be revoked or altered.

3.7.10. Where any power or function of the Directors has been exercised by any committee (including any Local Governing Body), any Director or any other holder of an executive office, that person or committee shall report to the Directors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Directors immediately following the taking of the action or the making of the decision.

3.7.11. The details of all powers and responsibilities delegated are set out in the MAT Scheme of Delegation and the Delegated Financial Powers Handbook.

3.8. Powers to be exercised only by the Trust Board are: -

3.8.1. Strategy and governance

- 3.8.1.1.** Agree a long term strategy, vision and mission for the Trust, and communicate this to stakeholders;
- 3.8.1.2.** Produce a report on Trust performance annually for Members;
- 3.8.1.3.** Establish and monitor a strategic risk register and disaster recovery plan;
- 3.8.1.4.** Develop a MAT strategic plan.
- 3.8.1.5.** Establish and maintain a register of business interests for the Trust Board;
- 3.8.1.6.** To review annually and consider the establishment, Terms of Reference and membership of committees and effectiveness.

- 3.8.1.7. Appoint and remove Board Directors, auditors, accountants, clerk, chief executive officer chief finance officer, independent peer reviewer (responsible officer);
- 3.8.1.8. Establish and appoint to Trust Board committees;
- 3.8.1.9. Review Terms of Reference of Trust Board committees and Local Governing Bodies;
- 3.8.1.10. Agree the reporting format for the Chief Executive Officer and Headteachers;
- 3.8.1.11. Agree the Trust Schedule of Business;
- 3.8.1.12. Ensure the trust complies with publishing requirements on the Company website;
- 3.8.1.13. Approve the co-option, appointment and removal of persons and Chairs to the Local Governing Bodies;
- 3.8.1.14. Elect (or remove) the Chair and Vice-Chair of the Trust Board annually;
- 3.8.1.15. Approve Trust-wide policies and procedures and review regularly;
- 3.8.1.16. Approve the Scheme of Delegation of powers and responsibilities and review at least annually.

3.8.2. Finance

- 3.8.2.1. Approve the annual budget, allocating finance to individual academies, using the funding formula allocations as a guide, but being sensitive to individual academy circumstances;
- 3.8.2.2. Establish a Trust Audit & Finance committee(s);
- 3.8.2.3. Establish a Scheme of Financial Delegation;
- 3.8.2.4. Agree the MAT top slice %;
- 3.8.2.5. Approve the annual report, returns and accounts;
- 3.8.2.6. Agree Trust Wide expenses policy;
- 3.8.2.7. Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance and governance statement;
- 3.8.2.8. Inform the appropriate government agency if it suspects any irregularity affecting resources, and approvals of any write-offs and other requirements of the ESFA/DfE.

3.8.3. Risk management

- 3.8.3.1. Agree Trust wide strategy for insurance arrangements to deliver financial efficiencies;

- 3.8.3.2. Ensure Trust risk management policies are in place and adhered to;
- 3.8.3.3. Establish trust wide data protection and freedom of information policies and procedures;
- 3.8.3.4. Agree Trust wide whistleblowing procedure;

3.8.4. People and Leadership

- 3.8.4.1. Approve the Terms and Conditions of Employment;
- 3.8.4.2. Approve Trust-wide policies and procedures.
- 3.8.4.3. Confirm appointments of a Head Teacher, taking advice from the Local Governing Body;
- 3.8.4.4. Review effectiveness of management structure;
- 3.8.4.5. Workforce re-modelling/ seeking and ensuring cross-academy collaborations for efficiency and effectiveness;
- 3.8.4.6. Establish and implement a performance review process for Board and Chair;
- 3.8.4.7. Ensure effective performance management of the CEO and CFO;
- 3.8.4.8. Agree central Trust staffing structure;
- 3.8.4.9. Ensure LGBs conduct self-assessment and performance review.

3.8.5. School improvement

- 3.8.5.1. Ensure the Trust promotes pupil wellbeing/attainment as a strategic priority;
- 3.8.5.2. Publish and implement Trust wide strategy for school improvement and school self-evaluation;
- 3.8.5.3. Agree model of intervention and review strategies for academies causing concern;

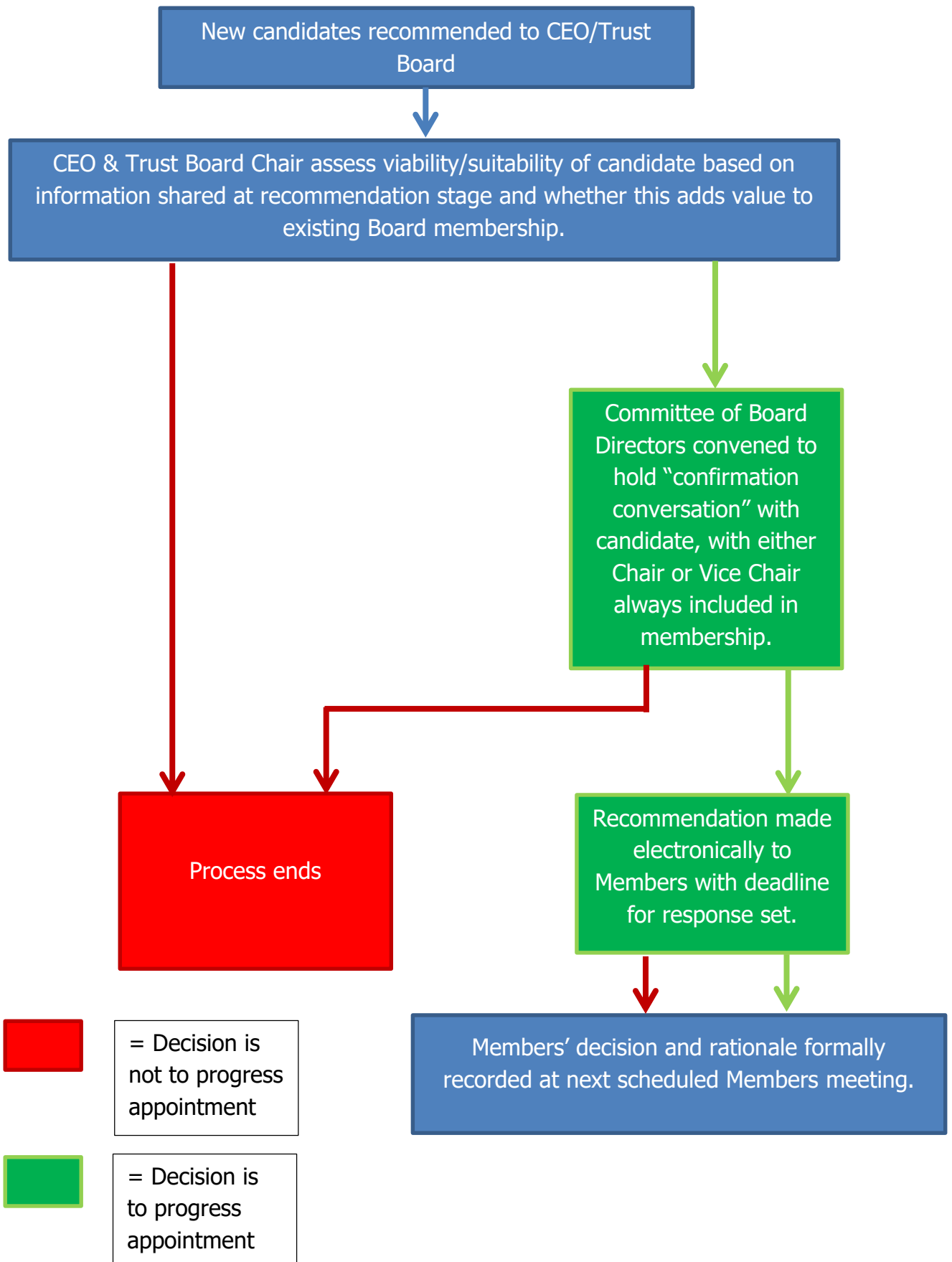
3.8.6. Pupil voice and family engagement

- 3.8.6.1. Ensure the Trust and Academies have a clear engagement plan for parents and carers;
- 3.8.6.2. Agree the MAT admission policy;
- 3.8.6.3. Establish independent admissions appeals panel wherever there is a parent admissions appeal;
- 3.8.6.4. Publish and implement a Trust complaints policy;

3.8.7. Policies

- 3.8.7.1. Establish, monitor and review policies and procedures as per the Scheme of Delegation.

Process Map for Recruitment of new Directors



4. Terms of Reference

Audit & Finance Committee

1. Constitution

- 1.1. The Nexus Multi Academy Trust Board of Directors has resolved to establish an Audit & Finance Committee to advise the Board on matters relating to the Trust's finance and audit arrangements, systems of internal control and to advise and aid the Board's responsibility to ensure sound management of the Trust's finances and resources, including proper planning, monitoring and probity and risk management.
- 1.2. The Audit & Finance Committee is responsible to the Trust Board.
- 1.3. The Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

2. Authority

- 2.1. The Committee will report to the Board on any decision taken in accordance with the Scheme of Delegation and delegated powers, including the academies assets, depreciation and removal of such items from the asset register.
- 2.2. The Audit & Finance Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any Director, governor, employee, external audit, internal audit or other assurance provider.
- 2.3. The Audit & Finance Committee is authorised to obtain any outside legal or independent professional advice it considers necessary, normally in consultation with the Chief Executive Officer and/or Chair of the Trust Board.

3. Main Duties

- 3.1. The duties of the Audit & Finance Committee are to:

- 3.1.1. fulfil its responsibilities as set out in these Terms of Reference in line with the Academies Financial Handbook, the Trust's Financial Regulations and in compliance with the Funding Agreement with the Secretary of State of Education.
- 3.1.2. ensure sound management of the Trust's finances and resources, including proper planning, monitoring, probity and value for money.
- 3.1.3. advise the Board and Chief Executive Officer (CEO) on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks;
- 3.1.4. advise the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor;
- 3.1.5. advise the Board on the need for and then, where appropriate, the appointment, reappointment, dismissal and remuneration of an internal auditor or other assurance provider;
- 3.1.6. advise the Board on an appropriate programme of work to be delivered by independent assurance providers. This programme of work should be to be derived from the Audit & Finance Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Board;

4. Detailed Responsibilities

4.1 Audit

- 4.1.1. ensure that where a full internal audit service is commissioned the service provider complies with the standards set by the Chartered Institute of Internal Auditors. This will mean the internal audit provider must conform to the Public Sector Internal Audit Standards;
- 4.1.2. review the external auditor's annual planning document and approve the planned audit approach;
- 4.1.3. receive reports (assignment reports, annual reports, management letters etc.) from the external auditor, internal auditor and other bodies,

for example the ESFA, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information or action;

- 4.1.4. regularly monitor outstanding audit recommendations from whatever source and ensure any delays to agreed implementation dates are reasonable;
- 4.1.5. establish and monitor KPIs with regard to the performance of the external auditor, internal auditor or other assurance provider;
- 4.1.6. review the Trust's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately;
- 4.1.7. consider any additional services delivered by the external auditor, internal auditor or other assurance provider and ensure appropriate independence is maintained;
- 4.1.8. ensure appropriate cooperation and coordination of the work of the external auditor and internal auditor;
- 4.1.9. meet with the external auditor and internal auditor or other assurance provider, without management present, at least annually.

5 Finance

- 5.1.1 Subject to the detailed requirements of the Academies Financial Handbook, Funding Agreement and the Financial Regulations of the Trust, the Committee shall consider and advise the Trust Board on the following specific matters:
 - 5.1.1.1 The annual estimates of income and expenditure and financial forecast for the Trust and its Academies;
 - 5.1.1.2 Monitoring of revenue finances of the Trust and its Academies and advising the Trust Board on progress to achieving its financial objectives;

- 5.1.1.3 Monitoring of policies relating to finance, staffing and buildings, including Health and Safety, capitalisation, depreciation, treasury management, investment and borrowing;
- 5.1.1.4 The acquisition or disposal of land to be used by the Academies;
- 5.1.1.5 The financial elements of the Risk Management Policy including Health and Safety, buildings and insurance;
- 5.1.1.6 The management accounts of the Trust, and to advise the Trust Board on the year end accounts;
- 5.1.1.7 Strategic matters with financial implications concerning sponsorship of Academies;
- 5.1.1.8 The Financial Regulations, to be reviewed on an annual basis;
- 5.1.1.9 To consider any relevant legal and contractual documentation operating within the Articles of Association, Scheme of Delegation, Funding Agreement and Financial Regulations;
- 5.1.1.10 To monitor the deployment of non-financial resources, including personnel and property, with a view to advising the Trust Board on the effectiveness of such resources.

6 Administration

- 6.1 The Audit & Finance Committee will meet at least once per term. The Chair or any two members may call a meeting.
- 6.2 The Audit & Finance Committee will consist of at least three members of the Board. Additionally, up to two external co-opted members with particular expertise may also be appointed who are not members of the Board. The Board may not co-opt an employee of the Academy Trust if the result would be that the number of Committee members who are employees of the Trust (including the CEO) would exceed one third of the Committee. Co-opted members of the Committee will have full participation rights. At least one of the members should have relevant financial experience. The Chair of the Trust Board cannot be a member of the Audit & Finance Committee.
- 6.3 Other Board members shall also have right of attendance and may fully participate in meetings, though the Committee may wish to exclude Employee Directors.

- 6.4 The CEO and Chief Finance Officer (CFO) will be ex officio members of the Audit & Finance Committee.
- 6.5 Other employees of the Trust's may be invited to attend meetings but will have no voting rights.
- 6.6 The Chair of the Audit & Finance Committee will be appointed and from the Board annually and will not be a member of any other committee. The Head Teacher of an Academy may not act as Chair of the Committee. Any other employees of the Trust may also not act as Chair, other than in exceptional circumstances agreed by the Board. If the Chair is absent from a meeting the Board shall choose another Board Director to act as Chair for that meeting.
- 6.7 The Audit & Finance Committee will be quorate if at least two members (or at least one third if greater) of those members eligible to vote are present. In addition, at least 50% of those members present are required to be Board members [in the event of there being co-optees on the Committee] and no more than 50% may be employees of the Trust.
- 6.8 The CFO and other members of the Trust's staff may be invited to attend, but will have no voting rights.
- 6.9 Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.
- 6.10 Administrative support will be provided by the Clerk to the Board. However, the Clerk can be requested to withdraw from that part of any meeting where information of a highly sensitive or confidential nature is being discussed, with one of the committee members will act as a temporary Clerk to minute the proceedings of the committee or a deputy may attend.
- 6.11 Agendas will be agreed in advance by the Chair of Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.

- 6.12 Minutes of meetings will agreed by the committee and shared with the Nexus MAT Board.
- 6.13 The Audit & Finance Committee will self-assess its performance against these Terms of Reference on an annual basis and will also review the Terms of Reference, submitting any proposed changes to the Board for approval.
- 6.14 The members of the Committee shall hold office from the date of their appointment until the resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall first happen).
- 6.15 The Board must not add to these terms of reference responsibilities that require the Audit & Finance Committee to adopt an executive role, or its members to offer professional advice to the Board. The Audit & Finance Committee should seek formal professional opinions from the internal audit service, financial statements auditor or other professional advisers to the Board. Advice should only be given in Committee members' capacity as Governors and co-optees and only within their terms of reference.

5. Terms of Reference

Standards Committee

1. Constitution

- 1.1. The Nexus Multi Academy Trust Board of Directors has resolved to establish a Standards Committee to advise the Board on matters relating to the Trust's curriculum, quality and standards.
- 1.2. The Committee is responsible to the Trust Board.
- 1.3. The Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

2. Authority

- 2.1. The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.
- 2.2. The Committee is authorised to obtain any outside legal or independent professional advice it considers necessary.

3. Main Duties

- 3.1. To monitor and advise the Trust Board by written report each term on the following:
 - 3.1.1. Data on progress and achievement for all of the Trust's academies;
 - 3.1.2. School improvement work and leadership;
 - 3.1.3. Overall performance of each of the academies;
 - 3.1.4. Leadership standards;
 - 3.1.5. Governance effectiveness.
- 3.2. To monitor and advise the Board on:
 - 3.2.1. The Trust quality improvement and intervention strategies and plans;

- 3.2.2. Special Educational Needs (SEN) and inclusion;
- 3.2.3. Partnership working ;
- 3.2.4. Admissions;
- 3.2.5. Safeguarding arrangements;
- 3.2.6. Community engagement.

3.3. The Committee may use exception reporting in relation to receiving performance information to fulfil its detailed responsibilities. The Committee will receive a summary of positive performance to accompany exception reports.

4. Detailed Responsibilities

4.1. Curriculum and Quality

- 4.1.1. The Academies' statutory requirements in relation to the curriculum offer and other curriculum issues such as spiritual, moral, social and cultural learning;
- 4.1.2. Extra-curricular activities;
- 4.1.3. The educational needs of the pupils attending the Trust's Academies;
- 4.1.4. The Trust's policies in relation to its Curriculum Statement;
- 4.1.5. To determine and update relevant strategies relating to the above.

4.2. Performance and Standards

- 4.2.1. To monitor and review the achievement of strategic objectives, in particular the overview of performance against quantitative and qualitative benchmarks for key indicators/outcomes and the Ofsted framework, providing challenge and recommending remedial actions where required in line with the School Improvement Plan.

4.3. Self-Assessment and Review

- 4.3.1. To receive information on curriculum and quality issues for all the Trust's Academies;
- 4.3.2. To receive progress reports on the implementation of post-Ofsted action plans and any other formal evaluation reports related to the quality and achievement of learning across the Trust, to further inform and develop the Trust's Quality Improvement Plans and strategies;

- 4.3.3. To review outcomes, identifying significant changes in performance, emerging trends and risks in relation to the future performance of each Academy.

4.4. Administration

- 4.4.1. The Standards Committee will meet at least once per term. The Committee's Chair or any two Committee members may call a meeting.
- 4.4.2. The Standards Committee will consist of a minimum of three Directors of the Board. Members of the Committee are appointed annually. The Chair of the Board may be an ex officio member of the Committee.
- 4.4.3. Additionally, up to two external co-opted members with particular expertise may be appointed to the Committee by the Board of Directors. The Board may not co-opt an employee of the Academy Trust if the result would be that the number of Committee members who are employees of the Trust would exceed one third of the Committee. Co-opted members of the Committee will have full participation rights.
- 4.4.4. Other Board members shall also have right of attendance and may fully participate in meetings, though the Committee may wish to exclude Employee Directors.
- 4.4.5. The CEO will be an ex officio member of the Standards Committee as will the MAT School Improvement Lead.
- 4.4.6. Other employees and local governors of the Trust may be invited to attend meetings but will have no voting rights.
- 4.4.7. The Chair of the Standards Committee will be appointed by and from the Board annually. The Head Teacher of an Academy may not act as Chair of the Committee. Any other employees of the Trust may also not act as Chair, other than in exceptional circumstances agreed by the Board. If the Chair is absent from a meeting the Board shall choose another Director to act as Chair for that meeting.
- 4.4.8. The Standards Committee will be quorate if at least three members (or at least one third if greater) of those members eligible to vote are present. In addition, at least 50% of those members present are required to be Board members [in the event of there being co-optees on the Committee] and no more than 50% may be employees of the Trust.
- 4.4.9. Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting.

Where there is an equal division of votes, the Chair shall have a second or casting vote.

- 4.4.10. Administrative support will be provided by the Clerk to the Board.
- 4.4.11. Agendas will be agreed in advance by the Chair of the Standards Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 4.4.12. Minutes of meetings will agreed by the committee and shared with the Nexus MAT Board.
- 4.4.13. The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall happen first).

6. Terms of Reference

Headteachers & LGB Chairs

Advisory Committee

1. Constitution

- 1.1. The Nexus Multi Academy Trust Board of Directors has resolved to establish an advisory committee to provide a structured forum for bidirectional communication between the Trust Board and those senior leaders with strategic leadership responsibility for the academies of the Trust.
- 1.2. The Committee is responsible to the Trust Board, and will not hold delegated powers on behalf of the Trust Board.
- 1.3. The Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

2. Main Duties

- 2.1. To provide review and response to the Trust Board on any area deemed appropriate by Directors to refer to the committee. This may include, but not be limited to:
 - 2.1.1. Trust-wide policies and procedures;
 - 2.1.2. Programmes of change which affect a single academy or multiple academies in the Trust;
 - 2.1.3. Pay and reward of Trust employees;
 - 2.1.4. Strategies and plans.

2.2. Administration

- 2.2.1. The Committee will meet at least once per term.
- 2.2.2. The Chair of the committee will be a Director and will be appointed by the Trust Board, annually.
- 2.2.3. Membership of the committee will be reserved for academy Headteachers and chairs of Local Governing Bodies. Both Headteachers

and Chairs can send a deputy to attend meetings on their behalf if they are unable to attend.

- 2.2.4. The Chair of the Board and the Chief Executive Officer may be ex officio members of the Committee, and reserve to right to agree the attendance of other Trust employees at their discretion.
- 2.2.5. Other Board members shall also have right of attendance and may fully participate in meetings, though the Committee.
- 2.2.6. The Committee will be quorate if at least three members (or at least one third if greater) of are present.
- 2.2.7. Decisions on recommendations to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.
- 2.2.8. Administrative support will be provided by the Clerk to the Board.
- 2.2.9. Agendas will be agreed in advance by the Chair of the Committee and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 2.2.10. Minutes of meetings will be taken and submitted to the next scheduled meeting of the Board once approved in draft by the Chair of the Committee.

7. Terms of Reference

Executive Leadership Appraisal Committee

1. Constitution

- 1.1. Nexus Multi Academy Trust has resolved to establish an Executive Leadership Appraisal Committee within the Trust to advise the Trust Board on matters relating to the Appraisal and Pay Review of the Executive Leadership Team.
- 1.2. The Executive Leadership Team consists of the Chief Executive Officer and the Chief Finance Officer.
- 1.3. The Executive Leadership Appraisal Committee will ensure that there is sound management and implementation of the Trust's agreed Appraisal and Capability Policy. Recommendations and proposed changes of pay for the Chief Executive Officer and Chief Finance Officer will be reported to the Trust Board, in conjunction with the Nexus MAT Scheme of Delegation
- 1.4. The Executive Leadership Appraisal Committee is responsible to the appropriate Trust Board.
- 1.5. The Committee's Terms of Reference are adopted by the Trust Board and may only be amended with the approval of the Chief Executive Officer.

2. Authority

- 2.1. The Committee will report to the Trust Board on any decision taken in accordance with the Scheme of Delegation and delegated powers.
- 2.2. The Executive Leadership Appraisal Committee is authorised to obtain any outside legal or independent professional advice it considers necessary, in consultation with the Chief Executive Officer.

3. Main Duties

3.1. The duties of the Executive Leadership Appraisal Committee are:

- 3.1.1. with advice from the External Advisors where necessary, set and record objectives for the appraisee relating to executive leadership;
- 3.1.2. meet with the appraisee to review and monitor performance, including assessment of achievement against objectives, and to discuss and identify professional development needs and activities;
- 3.1.3. meet with the appraisee, and External Advisor where necessary, at the end of the review cycle to review the appraisee's performance and identify achievements;
- 3.1.4. with advice from an External Advisor, where necessary, set and record appraisee objectives relating to Trust leadership and management and pupil progress
- 3.1.5. to fulfil its responsibilities as set out in these Terms of Reference in line with the Trust's Appraisal & Capability Policy
- 3.1.6. ensure sound management of the School's finances and resources, including proper planning, monitoring, probity and value for money.
- 3.1.7. demonstrate to the public that the pay of the Executive Leadership Team is set by a committee which has no personal interest in the outcome of its decision and which gives due regard to the interests of the public and of the financial health of the Trust.

4. Detailed Responsibilities

4 Review

- 4.1 The committee shall advise the Trust Board on the recommended changes of the appraisee's salary and in doing so shall consider the following component elements:

- 4.1.1 basic salary;

- 4.1.2 pension provision;
- 4.1.3 the main terms and conditions of each individuals' service agreement, with particular reference the Trust's Pay Policy.

5 Administration

- 5.1 The appointment to committees will be agreed during the autumn term each year. The Trust Board will appoint to the committee.
- 5.2 Each Appraisal committee will be established in line with the following agreement made by the Trust Board:

Appraisee	Constitution of Appraisal Board
Chief Executive Officer	Chair of Trust Board (Chair) and two Directors Quorate – Two members
Chief Finance Officer	Chief Executive Officer (Chair), and two Directors Quorate – Two members

- 5.3 Each Appraisal Committee will meet two times per year for each appraisee and will endeavour to complete the first Appraisal by 31 December each year.
- 5.4 The quoracy for each meeting is set out in the above agreement.
- 5.5 Decisions made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.
- 5.6 Administrative support will be provided by Clerk to the Trust. Where present, the Clerk can be requested to withdraw from a part of any meeting where information of a highly sensitive or confidential nature is being discussed.

- 5.7 Agendas will be agreed in advance by the Chair of Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 5.8 A record of the Appraisal will be formally recorded in the Trust Performance Management Documentation and kept on personal file.
- 5.9 The Executive Leadership Appraisal Committee will self-assess its performance against these Terms of Reference on an annual basis and will also review the Terms of Reference, submitting any proposed changes to the Trust Board for approval.
- 5.10 The members of the Committee shall hold office from the date of their appointment for the following academic year or until their resignation or their omission from membership of the Committee.

8. Terms of Reference

Local Governing Body

Teacher Pay Review Committee

1. Constitution

- 1.1. The Local Governing Body has resolved to establish a Teacher Pay Review Committee to advise the Local Governing Body on matters relating to the Appraisal and Pay Review of the Teachers. This committee will ensure that there is sound management and implementation of the Trust's agreed Appraisal and Capability Policy and recommend proposed changes of Teacher salaries to the Local Governing Body, as per the requirements of the School Teacher Pay and Condition Document in conjunction with the Nexus MAT Scheme of Delegation
- 1.2. The Teacher Pay Review Committee are responsible to the Local Governing Body.
- 1.3. The Committee's Terms of Reference are adopted by the Local Governing Body and may only be amended with the approval of the Chief Executive Officer.

2. Authority

- 2.1. The Committee will report to the Local Governing Body on any decision taken in accordance with the Scheme of Delegation and delegated powers.
- 2.2. The Teacher Pay Review Committee are authorised to obtain any outside legal or independent professional advice it considers necessary, in consultation with the Chief Executive Officer.

3. Main Duties

3.1. The duties of the Teacher Pay Review Committee are:

- 3.1.1. to make decisions on pay progression making reference to initial pay recommendations contained within the appraisal reports from the Headteacher.
- 3.1.2. to fulfil its responsibilities as set out in these Terms of Reference in line with the Trust's Appraisal & Capability Policy
- 3.1.3. ensure sound management of the School's finances and resources, including proper planning, monitoring, probity and value for money.
- 3.1.4. demonstrate to the public that the pay of staff is set by a committee which has no personal interest in the outcome of its decision and which gives due regard to the interests of the public and of the financial health of the School and Trust.

4. Detailed Responsibilities

4.1. Review

- 4.2. The committee shall advise the Local Governing Body on the recommended changes of Teacher salaries and in doing so shall consider the following component elements:
 - 4.2.1. basic salaries;
 - 4.2.2. pension provisions;
 - 4.2.3. the main terms and conditions of each individuals' service agreement, with particular reference the current School Teachers' Pay and Conditions Document and the Trust's Pay Policy
- 4.3. The Committee shall receive an anonymized report from the Head Teachers on the performance of the Teachers and the recommendation of proposed change of Teacher salary.

5. Administration

- 5.11 The Teacher Pay Review Committee will meet once per year after the completion of the Teacher Appraisal Review Cycle. The Local Governing Body should endeavour to complete Teachers' Annual Pay Reviews by 31 October each year.
- 5.12 The Teacher Pay Review Committee will consist of at least three members of the Local Governing Body including the Chair of the Local Governing Body and two other Governors.
- 5.13 A Local Governing Body Governor who is employed at the school cannot be a members of the Teacher Pay Review Committee.
- 5.14 Other employees of the Trust or Directors may be invited to attend meetings but will have no voting rights.
- 5.15 The Chair of the Teacher Pay Review Committee will be the Chair of the Local Governing Body, or the Vice Chair if the Chair is unable to act.
- 5.16 The Teacher Pay Review Committee will be quorate if at least two members (or at least one third if greater) of those members eligible to vote are present.
- 5.17 Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.
- 5.18 Administrative support will be provided by the Clerk to the Local Governing Body. However, the Clerk can be requested to withdraw from a part of any meeting where information of a highly sensitive or confidential nature is being discussed, with one of the committee members nominated to act as a temporary Clerk to minute the proceedings of the committee.
- 5.19 Agendas will be agreed in advance by the Chair of Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.

- 5.20 Minutes of meetings will be taken and submitted to the next scheduled meeting of the Local Governing Body once approved in draft by the Chair of the Committee.
- 5.21 The Teacher Pay Review Committee will self-assess its performance against these Terms of Reference on an annual basis and will also review the Terms of Reference, submitting any proposed changes to the Trust Board for approval.
- 5.22 The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Local Governing Body (whichever shall first happen).

9. Terms of reference

Ill health retirement advisory committee

1. Constitution

- 1.1. The Nexus Multi Academy Trust Board of Directors has resolved to establish an advisory committee to ensure that Directors have the opportunity to advise the accounting officer on requests for ill health retirement.
- 1.2. The statutory post holder responsible for taking a decision on whether or not to grant ill health retirement applications is the accounting officer (Chief Executive Officer).
- 1.3. The responsible Pension Authority will provide an assessment of an individual's eligibility and make a recommendation on whether or not they qualify for ill health retirement.
- 1.4. Where it is the recommendation of the Pension Authority that the threshold for ill health retirement has been met, the accounting officer will typically follow this advice without the need to convene this committee.
- 1.5. However, where the Pension Authority recommends that the threshold for ill health retirement has **not** been met, the individual employee has the right to appeal this to the accounting officer. It is then the accounting officer's decision on whether or not ill health retirement will be granted.
- 1.6. The Advisory Committee is responsible to the Trust Board, and will hold not delegated powers on behalf of the Trust Board.
- 1.7. The Advisory Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

2. Main Duties

- 2.1. To meet on an as-and-when basis in response to appeals from employees against instances where the Pension Authority has recommended ill health retirement threshold has **not** been met and to:

- 2.1.1. Consider the medical assessments and recommendations made by the Pension Authority and submitted to the accounting officer;
- 2.1.2. Consider the nature of the appeal from the employee, including any additional evidence they wish to provide; and
- 2.1.3. Take advice from the Trust's Human Resources Consultant, which may include testimony from the responsible Headteacher.

2.2. In drawing on the areas outline above, the committee should then reach consensus on their recommendation of the employee's eligibility for ill health retirement.

2.3. Administration

- 2.3.1. The Committee will meet on an as-and-when basis.
- 2.3.2. The Chair of the committee will be the accounting officer or their appointed proxy.
- 2.3.3. The Committee will consist of at least 3 other Directors from the Trust Board.
- 2.3.4. The Trust Human Resources provider may be invited meetings to advise the committee.
- 2.3.5. The Committee will be quorate if at least three members (or at least one third if greater) are present.
- 2.3.6. Decisions on recommendations to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.
- 2.3.7. Administrative support will be provided by the Clerk to the Board.
- 2.3.8. Agendas will be agreed in advance by the Chair and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.

10. Terms of Reference

Local Governing Bodies

1. Responsibilities of Local Governing Body

- 1.1. This Academy is a charitable company limited by guarantee. It has entered into a Master Funding Agreement and a Supplemental Funding Agreement with Nexus Multi Academy Trust, who in turn hold agreement and are accountable the Secretary of State for Education (together the "Funding Agreements").
- 1.2. The Directors of Nexus Multi Academy Trust are the charity trustees and responsible for the general control and management of the administration of the Company in accordance with the provisions set out in the Articles of the Company.
- 1.3. The Local Governing Body shall be a Committee of the Trust Board established pursuant to articles 100 - 104 of the Articles of the Company.
- 1.4. Legal responsibility for the Academy lies with the Nexus Multi Academy Trust. It is governed by the Directors, who rely on advice and support from the Academies' Local Governing Bodies, particularly (but not limited to) strategic planning and the specific matters delegated under these Terms of Reference.
- 1.5. Subject to provisions of this Document, the Companies Act 2006, the Articles and to any directions given by special resolution of the Directors or the Education & Skills Funding Agency, the business of the Academy shall be managed by the Local Governing Body who may exercise all the powers of the Company, other than matters concerning finance, staffing and site which will remain with the Trust Board.
- 1.6. Local Governing Bodies have delegated responsibilities from the Trust Board to hold the Academy Senior Leadership to account for the running of the Academy and specifically the following duties:

2. Asset Management:

2.1. Maintenance of the Academy estate.

3. Policies and procedures

- 3.1. consult on changes made to admissions arrangements or where no changes made consult at least every 7 years;
- 3.2. ensure trust risk management policies are in place and adhered to;
- 3.3. agree sex education policy and ensure parents are informed of their rights;
- 3.4. agree RE provision in compliance with statutory requirements & any trust deed;
- 3.5. agree academy special educational needs and disability (SEND) policy;
- 3.6. agree academy safeguarding and child protections procedures and maintain oversight of compliance;
- 3.7. responsibility for academy equality information and objectives statement;
- 3.8. decide local level health and safety policy;
- 3.9. approve academy lettings policy;
- 3.10. ensure school food standards are met and the provision of free school meals to those pupils meeting the criteria;
- 3.11. implement timely policy review schedule;

4. Human Resources and Finance

- 4.1. ensure academy level auditors report recommendations/requirements are actioned;
- 4.2. monitor and evaluate value for money at academy level;
- 4.3. annual approval of academy balanced budget in accordance with trust requirements and ESFA timeframes;
- 4.4. monitor financial performance against agreed academy budget;
- 4.5. ensure academy contractual arrangements comply with regulations and trust strategy / procedures;
- 4.6. authorise financial outgoings not covered by scheme of delegation;

5. Teaching, Learning & Pupil Voice

- 5.1. monitor and challenge academy progress against SIP and SEF data;
- 5.2. hold school SLT to account for implementing academy curriculum;
- 5.3. monitor/challenge quality of academy teaching/learning and pupil attainment;
- 5.4. decide on how to report trust/academy progress to parents;

- 5.5. agree and monitor implementation of broad and balanced curriculum, delegating sufficient resources, questioning SLT on suitability/rationale;
- 5.6. agree strategy to promotion of parental, pupil and local stakeholder voice;
- 5.7. decide on enrichment/extended services offer and stop if not sustainable;
- 5.8. Recommend to the Chief Executive Officer any changes in the times of school sessions and dates of terms and holidays.

6. Undertake Annual Self-Assessment of Effectiveness

- 6.1. The Governors are not - and nothing within this document is intended to make them - charity trustees.
- 6.2. Each Governor shall act in the best interests of the Academy at all times, with the Chair translating these interests into the broader, strategic aims and ambitions of the Nexus Multi Academy Trust collective.
- 6.3. The Governors must keep confidential all information of a confidential nature obtained by them relating to the Academy.

7. Composition of Local Governing Body

- 7.1. The membership of the Local Governing Body shall be determined in accordance with the following provisions:-
 - The total membership shall be not less than seven and not more than 12.
 - The membership shall comprise:
 - the Chair;
 - the head teacher or head of school as appropriate;
 - no fewer than 2 elected Parent governors;
 - two elected members of Staff, one teaching one non-teaching;
 - the remaining governors appointed by the Local Governing Body. Co-opted governors can be parents or members of staff but the number of staff governors must not exceed one-third of the total number of governors.
- 7.2. The Local Governing Body will appoint its own members (other than the Chair) through whichever means it feels to be most effective i.e. via vote, via interview, via parent/staff wide vote etc.

- 7.3. The elected or appointed Parent Governors must, in the first instance, be a parent of a registered pupil at the Academy at the time when he/she is elected or appointed. If there are no nominations by parents of a registered pupil at the Academy, the Directors can appoint a person who is the parent of a child at another school within the Trust.
- 7.4. The Local Governing Body shall make all necessary arrangements for, and determine all other matters relating to, an election of the Parent Governors of Local Governing Bodies including any question of whether a person is a parent of a registered pupil at one of the Academies.
- 7.5. The Local Governing Body shall have regard to the skills of prospective governors and the skills requirements of their governing body when making appointments.
- 7.6. All governors are required to complete and sign a Governor Appointment Declaration Form. The original form should be kept in the school office, and the school Business Manager should send a copy to the Clerk to the Trust Board. It is the responsibility of the Local Governing Body to ensure that all new governors are included on the Single Central Record and a DBS check is carried out.

8. Resignation and Removal

- 8.1. A Governor may at any time resign his/her office by giving notice in writing to the Clerk to the Local Governing Body.
- 8.2. A Governor shall cease to hold office if he/she is removed by the person or persons who appointed him.
- 8.3. The Directors may terminate the appointment of any Governor whose presence or conduct is deemed by the Directors not to be in the best interests of the Company or the Academy.
- 8.4. The Headteacher and any Staff Member shall automatically cease to hold office if he/she ceases to be associated with the Academy in the capacity in which he/she was appointed or elected.

8.5. Persons Ineligible to be Governors

- 8.6. No person shall be qualified to be a Governor unless he/she is aged 18 or over at the date of his/her election or appointment. No current pupil of the Academy shall be a Governor.
- 8.7. A Governor shall cease to hold office if he/she becomes incapable by reason of mental disorder, illness or injury of managing or administering his own affairs.
- 8.8. A Governor shall cease to hold office if he/she is absent without the permission of the Governors from all their meetings held within a period of six months OR if attendance is less than 60% over a 12 month period and the Governors resolve that this office be vacated.
- 8.9. A Governor shall cease to hold office if he/she is disqualified from acting as a trustee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).
- 8.10. A person shall be disqualified from holding or continuing to hold office as a Governor if:-
- 8.10.1. His/her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
 - 8.10.1.1. he/she is the subject of a bankruptcy restrictions order or an interim order;
 - 8.10.1.2. if he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he was responsible or to which he was privy, or which he by his conduct contributed to or facilitated.
 - 8.10.1.3. if he/she has contravened any element of the Trust's Governor Code of Conduct
 - 8.10.1.4. at any time when he/she is:-
 - 8.10.1.4.1. included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the Protection of Children Act 1999; or

8.10.1.4.2. disqualified from working with children under section 35 of the Criminal Justice and Court Services Act 2000.

8.10.1.5. if he/she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002.

8.10.1.6. where he/she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993.

8.10.1.7. if he/she has not provided to the Chair of the Directors a Disclosure and Barring Certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of the Chair confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

8.10.2. Where a person becomes disqualified from holding, or continuing to hold office as a Governor and he/she is, or is proposed, to become such a Governor, he/she shall upon becoming so disqualified give written notice of that fact to the Secretary.

8.11. **Term of Office**

8.11.1. Any Governor shall hold and vacate office in accordance with the terms of his/her appointment but (except in the case of the Headteacher) the length of his/her term of office shall not exceed 4 years.

8.11.2. Governors retiring at the end of their term of office shall be eligible for re-appointment at the discretion of the Local Governing Body.

8.11.3. Nominations for elected Parent Governor positions should be requested within 3 months of the term of office of an existing elected Parent Governor expiring. The previous incumbent can submit a nomination if they wish to continue which will be considered along with any others received and an election by secret ballot held if necessary. Unsuccessful candidates can be appointed as co-opted governors, subject to the agreement of the Local Governing Body.

8.12. **Conflicts of Interest**

8.12.1. The income and property of the Academy must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the Directors with regard to having a Personal Financial Interest shall also apply to the Governors.

8.12.2. Any Governor who has any duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his/her duties as a Governor shall disclose that fact to the Governors as soon as he/she becomes aware of it. A Governor must absent him/herself from any discussions of the Governors in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).

8.13. **Appointment of Chair and Vice-Chair**

8.13.1. The Chair of the Local Governing Body will be appointed by the Trust Board.

8.13.2. The Vice-Chair of the Local Governing Body will be elected by the Local Governing Body every year for a 1 year term.

8.13.3. The Vice-Chair must be elected via vote by the Local Governing Body. Governors will self-nominate for the position, followed by an anonymous vote. The Clerk will ensure this process is managed in conjunction with the Chair of the LGB.

8.13.4. If both the Chair and the Vice-Chair are absent from any meeting of the Local Governing Body, those Governors present shall appoint one of their number to chair the meeting.

8.13.5. The Local Governing Body can submit a recommended person to the Directors for the role of Chair of the Local Governing Body though it is at the discretion of Directors to appoint to the position, taking advice from the CEO.

8.14. **Meetings of Local Governing Body**

8.14.1. The Local Governing Body shall meet at least termly every academic year, and shall hold such other meetings as may be necessary.

8.14.2. All meetings shall be convened by the Clerk to the Local Governing Body, who shall send to the Governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting.

8.14.3. A meeting of the Local Governing Body shall be called by the Clerk whenever requested by the Chair, the Chief Executive Officer, or at the request in writing by any three Governors. Where there are matters demanding urgent consideration, the Chair or, in his/her absence, the Vice-Chair may waive the need for seven days' notice of the meeting and substitute such notice as he/she thinks fit.

8.14.4. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

8.15. **Quorum**

8.15.1. Meetings of the Local Governing Body shall be quorate if three or one-third of members are present (whichever is greater).

8.15.2. If the number of Governors assembled for a meeting of the Local Governing Body does not constitute a quorum, the meeting need not be held but can proceed making recommendations not decisions. These recommendations should be ratified at the next meeting. If in the

course of a meeting of the Local Governing Body the number of Governors present ceases to constitute a quorum, the meeting can be terminated forthwith or proceed with recommendations only being made.

- 8.15.3. If for lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if he/she thinks fit, determine the time and date at which a further meeting shall be held and shall direct the Clerk to convene the meeting accordingly.

8.16. **Proceedings of meetings**

- 8.16.1. Every question to be decided at a meeting of the Local Governing Body shall be determined by a majority of the votes of the Governors present and voting on the question. Every Governor shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.

- 8.16.2. No resolution of the Governors may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

- 8.16.3. Any Governor who is also an employee of the Company shall withdraw from that part of any meeting of the Local Governing Body at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

- 8.16.4. A resolution in writing, signed by all the Governors (or all of the members of a committee of the Governors), shall be valid and effective as if it had been passed at a meeting of the Governors or (as the case may be) a committee of Governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the Governors (or the members of a committee, as the case may be).

- 8.16.5. Any Governor shall be able to participate in meetings of the Governors by telephone or video conference provided that he/she has given reasonable notice to the Clerk and that the Governors have access to the appropriate equipment.

8.17. Minutes and publication

- 8.17.1. At every meeting of the Local Governing Body the minutes of the last meeting shall be reviewed for accuracy and signed as a true record.
- 8.17.2. The Clerk to the Local Governing Body shall ensure that a copy of the agenda for every meeting of the Governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Directors

8.18. Delegation of functions and committees

- 8.18.1. Except where it is otherwise constrained within its Terms of Reference, a committee may invite attendance by persons who are not Governors or committee members where such attendance is considered by the members of the committee to benefit its deliberations. Before inviting anyone, this must be authorised by the Trust Chief Executive Officer.
- 8.18.2. Copies of the minutes of committee meetings are to be circulated to all Governors and those who are entitled to attend Local Governing Body meetings.

8.19. Responsibilities of the Headteachers

- 8.20. Subject to the responsibilities of the Local Governing Body and the policy statements of the Company, the Headteacher shall be responsible to the Local Governing Body for:

- 8.20.1. implementing the agreed policies and procedures laid down by the Company this includes the implementation of all statutory regulations;
- 8.20.2. advising the Local Governing Body on strategic direction, forward planning and quality assurance;
- 8.20.3. the leadership and management of the Academy;
- 8.20.4. the admission of pupils;

8.20.5. the maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the Company; and

8.20.6. all such additional functions as may be assigned under the job description or contract of employment of the Head teacher

8.21. Rules and Bye-Laws

8.21.1. The Local Governing Body shall have power to propose rules and bye-laws in respect of the government and conduct of the Academy as it shall think fit. Such rules and byelaws shall be subject to the provisions of this document and to approval by the Directors.

8.22. Amendment of these Terms of Reference

8.22.1. This document shall be subject to review by the Directors prior to or at the start of each academic year and may be subject to amendment by them.

8.23. Copies of Terms of Reference

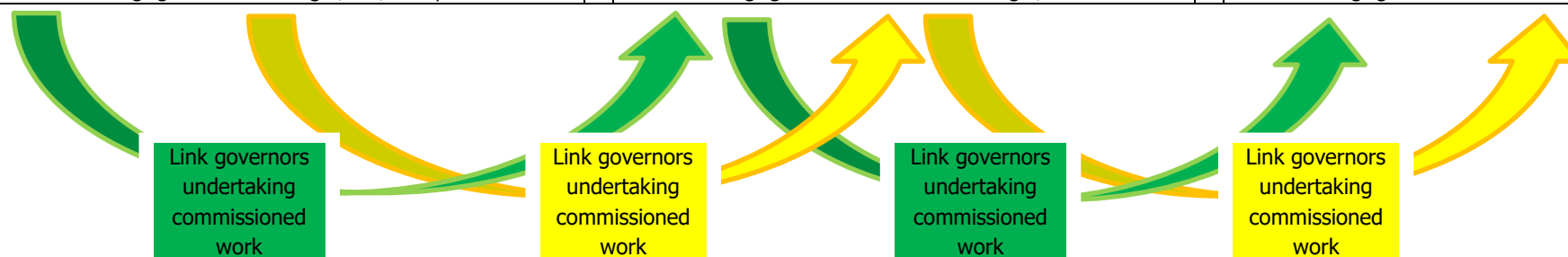
8.23.1. A copy of this document, and of any rules and bye-laws, shall be given to every Governor and shall be available for inspection upon request by members of staff during normal office hours at the offices of the Academy and the Company.

9. Work Plan

9.1. The following work plan is intended to outline the core duties of the Local Governing Body aligned to the planning cycle of the Nexus Multi Academy Trust and its Academies. However, it is not a final version and should be adapted by the Chair of the LGB and the Headteacher to ensure it adequately reflects the local priorities of the academy and meets statutory and local requirements:

9.2. Local Governing Body Annual Forward Work Plan Template

1. Autumn Term			2. Spring Term			3. Summer Term		
LGB1	LGB2	LGB3	LGB1	LGB2	LGB3	LGB1	LGB2	LGB3
Teaching & Learning	Safeguarding & Wellbeing	Leadership & Management	Teaching & Learning	Safeguarding & Wellbeing	Leadership & Management	Teaching & Learning	Safeguarding & Wellbeing	Leadership & Management
Receive out-turn report from last academic year at: <ul style="list-style-type: none"> ▪ EYFS ▪ KS1-4 ▪ Post 16 Receive case studies from 1 x curriculum lead linked to priority areas from SIP. Review vulnerable groups progress, including LAC, PP. Review Collective worship policy.	Receive model safeguarding report. Receive wellbeing report which details school bullying instances, behaviour management records and attendance. Review Health and Safety and school site issues. Sign off updated school SEND statement for website.	Receive HT report Budget report to include sports grant and Yr7 Catch Up. Engagement report School fund audit Policy review.	Receive attainment report, pupil progress measures for: <ul style="list-style-type: none"> ▪ EYFS ▪ KS1-4 ▪ Post 16 Receive case studies from 2 x curriculum leads linked to priority areas from SIP Review vulnerable groups progress, including LAC, PP.	Receive model safeguarding report. Receive wellbeing report which details school bullying instances, behaviour management records and attendance. Review Health and Safety and school site issues.	Receive HT report. Receive update reports from link gobs Engagement report Review updated SIP. Receive financial monitoring report and any audit report, assessing VfM. Policy review	Receive attainment report, pupil progress measures for: <ul style="list-style-type: none"> ▪ EYFS ▪ KS1-4 ▪ Post 16 Receive case studies from 2 x curriculum leads linked to priority areas from SIP.	Receive model safeguarding report. Receive wellbeing report which details school bullying instances, behaviour management records and attendance. Review Health and Safety and school site issues.	Receive HT report. Receive annual reports from link gobs Engagement report Receive financial monitoring report and any audit report, assessing VfM. Agree the staffing structure for the next academic year.
Standing agenda items: Budget; SEF; SIP Update			Standing agenda items to include Budget, SEF & SIP			Standing agenda items to include Budget, SEF & SIP		



11. Safeguarding Link Governor Role Descriptor

Main purpose of the role

The Safeguarding Link Governor takes a lead for the Local Governing Body (LGB) on key aspects of safeguarding practice within the school, undertaking work between LGB meetings and reporting back to other governors.

Link Governors are “paired up” with a member(s) of the school Senior Leadership Team who will help support their work and ensure that they are supported in their thinking and acting in the role.

In addition, Link Governors also have access to support, advice and guidance from Trust officers such as the MAT School Improvement Lead; Clerk; Chief Finance Officer; and the Chief Executive Officer as and when they require it.

Key questions for the Link Governor for Safeguarding

The following are intended to be guided points of enquiry for the Link Governor. The list is not exhaustive.

- Has the school attended all Core Group and or CIN meetings for children?
- Are child protection referrals made by the school progressing to statutory assessment?
- How many parents/cares of a child who is subject to a child protection plan seen the school report before the scheduled Child Protection Conference?
- How many concerns about or allegations against other staff members, including the Headteacher, have been made?
- Did the school inform the designated officer at the LA of all allegations of abuse made against staff?
- Have there been any allegations made by children against other children?

12. Wellbeing Link Governor Role Descriptor

Main purpose of the role

The Wellbeing Link Governor takes a lead for the Local Governing Body (LGB) on key aspects of pupil wellbeing - including a focus on vulnerable pupils and LAC - undertaking work between LGB meetings and reporting back to other governors.

Link Governors are "paired up" with a member(s) of the school Senior Leadership Team who will help support their work and ensure that they are supported in their thinking and acting in the role.

In addition, Link Governors also have access to support, advice and guidance from Trust officers such as the MAT School Improvement Lead; Clerk; Chief Finance Officer; and the Chief Executive Officer as and when they require it.

Key questions for the Link Governor for Wellbeing

The following are intended to be guided points of enquiry for the Link Governor. The list is not exhaustive.

- Has the school attended all LAC reviews?
- Has a Looked After Child's e-PEP been updated this term?
- How routinely does the school consult with parents and carers?
- How inclusive is this consultation?
- What trends are there in relation to pupil absence?
- What action is the school taking to address poor attendance, and how can governors support the work of the school in this area?
- What trends are there in regards to behavioural incidents?
- What action is being taken to address this i.e. change in curriculum planning; new interventions; change in staffing' staff training etc.?
- What additional steps does the school take to engage parents/carers of the most vulnerable learners?
- What is the relationship between the most vulnerable learners and those eligible for pupil premium?

13. Teaching & Learning Link Governor Role Descriptor

Main purpose of the role

The T&L Link Governor takes a lead for the Local Governing Body (LGB) on key aspects of curriculum, teaching and learning in the school, undertaking work between LGB meetings and reporting back to other governors.

Link Governors are “paired up” with a member(s) of the school Senior Leadership Team who will help support their work and ensure that they are supported in their thinking and acting in the role.

In addition, link governors also have access to support, advice and guidance from Trust officers such as the MAT School Improvement Lead; Clerk; Chief Finance Officer; and the Chief Executive Officer as and when they require it.

Key questions for the Link Governor for Teaching & Learning

The following are intended to be guided points of enquiry for the T&L Link Governor. The list is not exhaustive.

- How is the curriculum designed, implemented and evaluated?
- How do senior leaders ensure there is consistency in baselining of pupils?
- How are teachers clear about the developmental milestones of pupils at all stages – EYFS and KS1-5?
- How is information shared/used effectively at pupils’ transition between Key Stages?
- Are there trends of improvement or decline in pupil progress in the various key stages?
- How are senior leaders confident that assessment of pupil progress and attainment is accurate?
- What action is the school taking to address poor pupil progress quickly, and how can governors support the work of the school in this area?
- How are senior leaders confident that judgments about lesson observations are accurate?
- How do we know pupils enjoying their learning?
- How are pupils supported to develop social skills in different contexts?
- How are pupils educated about British Values?

14. Finance Link Governor

Role Descriptor

Main purpose of the role

The Finance Link Governor takes a lead for the Local Governing Body (LGB) on key aspects of Financial practices within the school, including providing scrutiny and challenge of budgetary assumptions throughout the school budget setting process (between Jan – March each year) and as part of regular budget monitoring. The Finance link governor may be required to undertake work between LGB meetings (e.g. when the school is setting its budget) and report back to other governors.

The Finance link Governor will receive training to ensure they have an understanding of the financial cycle and the legal requirements of the school in relation to accountability and spend. They will oversee the financial performance of the school, making sure its money is well spent. It is important in all schools that the LGB provides robust governance to ensure the viability and efficiency of the school through effective business and financial planning.

Link Governors are “paired up” with a member(s) of the school Senior Leadership Team, in particular the School Business Manager who will help support their work and ensure that they are supported in their thinking and acting in the role.

In addition, Link Governors also have access to support, advice and guidance from Trust officers such as the Head of School Improvement; Clerk; Chief Finance Officer; and the Chief Executive Officer as and when they require it.

Key questions for the Link Governor for Finance

The following are intended to be guided points of enquiry for the Link Governor. The list is not exhaustive.

- Are other (similar) schools buying things cheaper or getting better results with less spending per pupil?
- If the cost of energy seems high compared to similar schools, are there opportunities for investment in energy-saving devices to reduce the cost?
- If spend on learning resources seems high compared to similar schools, are there opportunities for collaborating with other local schools to bring costs down?
- If your spending on staffing is higher than other similar schools, are these schools achieving more in terms of pupil progress? If so what might be learnt from them about how they deploy their workforce? If the spend on teaching

assistants is higher than other schools, is the board sure that they are being used effectively and efficiently to support pupil outcomes?

- Are resources allocated in line with the school's strategic priorities?
- Does the school have a clear budget forecast, ideally for the next three years, which identifies spending opportunities and risks and sets how these will be mitigated?
- Does the school have sufficient reserves to cover major changes such as re-structuring, and any risks identified in the budget forecast?
- How will teacher performance affect pay increments going forward?
- Whether any teachers or school leaders are likely to resign (and the impact on recruitment spending)
- Is the school making best use of its budget, including in relation to planning and delivery of the curriculum?
- Are the school's assets and financial resources being used efficiently?
- How can better value for money be achieved from the budget?
- Is the school ensuring it gets the best deal available when buying goods and services in order to reinvest savings into teaching and learning priorities?
- Is the school taking advantage of opportunities to collaborate with other schools to generate efficiencies through pooling funding where permitted, purchasing services jointly and sharing staff, functions, facilities and technology across sites?