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# The St. Bart's Multi-Academy Trust Governance Handbook

April 2021

[www.sbmat.org](http://www.sbmat.org)

The St Bart's Multi Academy Trust is a charitable company limited by guarantee and registered in England and Wales (registered number 08735454)

Registered Office:  
Belgrave St. Bartholomew's Academy,  
Sussex Place, Longton, Stoke-on-Trent, ST3 4TP

# Message from CEO



Dear Governor,

Thank you for putting your time and expertise to good use as an academy governor. Academies really could not exist without your commitment to the role.

The St. Bart's Multi-Academy Trust is still a relatively young organisation, but we're growing quickly in size and reputation. This growing recognition means others are investigating whether their academy can join us too. More academies means a greater depth of expertise and knowledge and it is our belief that sharing expertise, knowledge and resources is the best way to improving academy education across the whole MAT.

All successful academies share the presence of effective academy governance; it is a vital ingredient in the long term achievement of an academy. I hope the information contained within this handbook will be useful to you. Many of you have many years' experience as a governor and for others you are just beginning your role. The advice contained within is general guidance and an introduction to the specific ways in which LGCs within the St. Bart's MAT operate. However, this is not intended to be completely definitive.

This is just the beginning and we encourage you to share your thoughts and experiences through the St. Bart's Chair of Governors Forum so that we can continue to develop and learn from each other.

Thank you once again for your on going commitment to our academies and the educational experience our children receive.

Yours sincerely,



**Mr Chris Brislen BA (Hons), MEd, PGCE, Dip Ed, NPQH**  
Chief Executive Officer  
The St. Bart's Multi-Academy Trust  
National Leader of Education



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# About this handbook

This handbook is designed to give both general advice on academy governance, and advice and information specific to the St. Bart's Multi-Academy Trust. It should be read in conjunction with the Articles of Association of the St. Bart's MAT itself, the Scheme of Delegation, and may be supplemented by guidance published from time to time by the Department of Education or Ofsted, and the NGA Code of Conduct for governance, which should be adopted by each individual LGC.

Many of you are experienced governors, leaders and staff at academies and are familiar with governance, but perhaps not with the specific requirements of being an LGC or MAT Board Member (or both). This handbook is intended as an introduction and a reference guide whatever your current role and level of experience. Inevitably, elements will state the obvious for some of you, but we hope that each of you will find some of the information useful.

The St. Bart's Multi-Academy Trust believes that effective governance should be local, taking into account knowledge of the whole academy community and therefore the delegation of responsibilities to Local Governing Committees is deliberately wide. The best outcome for governance of all of our academies will depend upon communication and collaboration, not intervention.

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# The Trust

We are a West Midlands based Multi-Academy Trust with 19 academies in our family of schools.

Our head office is at Belgrave St. Bartholomew's Academy in Stoke-on-Trent. The St Bart's Multi-Academy Trust was established in November 2013 and is led by its founding Chief Executive Officer, Christopher Brislen a National Leader of Education.

The Trust is fully supported by BTSA, a cohort 2 Teaching School Alliance, widely recognised across the West-Midlands Region for its excellent practice in Continuous Professional Development, Initial Teacher Training and School to School Support.

The Board of Directors, the body that oversees the running of the Trust, meets once or twice each term.

The Board consists of the following:

**Johnny Anderson** – Chair

**Christopher Brislen** - Chief Executive Officer

**Colin Hopkins** – Trustee

**Robert Knight** - Trustee

**Gill Latos** – Trustee - Lichfield Diocese

**Melanie Simmonds** - Trustee

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Mission

2013  
FOUNDED

19  
ACADEMIES

6362  
CHILDREN

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# Vision Statement



The St. Bart's Multi-Academy Trust believes that education is preparation for life and we seek to prepare each child to face life beyond the School with confidence.

- **We aspire** to set high standards for personal behaviour and self-discipline, with courtesy, consideration and respect for other people of all ages, races and cultures.
- **We aim** to deliver exciting and quality learning experience in a safe, secure and happy environment.
- **We endeavour** to achieve high standards in every aspect of school life by making the most efficient use of all the resources available.

The St. Bart's Multi-Academy Trust is committed to improving the life chances of all children, wherever they may be. This moral obligation, our mission, does not end at the school gates, within our own Local Authorities, or even within our own country.

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# Core Values

We expect that all members of The St. Bart's Multi-Academy Trust respect and model these values.

Our core values are represented through the acronym: PEACE. These values form the basis of initial discussions with all prospective employees of the St. Bart's Academies.

**Passion** - We are privileged to be working in education, where we have the ability to profoundly change children's lives; this means that the stakes are incredibly high. Our aim is always to provide for the pupils of our Academies what we would want for our own children.

**Encouraging** - All staff have a duty and responsibility to be encouraging and supportive of each other. All our schools have a "can do" culture where excuses are never tolerated.

**Ambition** - Embodied in the Trust motto, "Achieving schools and caring communities". All academy members are expected to aim for excellence in their individual professional roles.

**Commitment** - In the best traditions of the profession all staff are prepared to go the extra mile to provide the best possible education for their pupils. The interests of children are paramount and guide all that we seek to do and achieve.

**Enjoyment** - The time children spend in education is precious. We have a responsibility to ensure that every moment a child is in a St. Bart's Academy they enjoy learning and strive hard to achieve well and fulfil their maximum potential.



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# Our Journey



# Our Family

## **Belgrave St. Bartholomew's Academy**

Sussex Place, Longton, S-o-T, ST3 4TP

## **Cranberry Academy**

Cranberry Lane, Alsager, ST7 2LE

## **Hazel Slade Primary Academy**

Cannock, Wood Street, Cannock, WS12 0PN

## **Hungerford Primary Academy**

School Crescent, Crewe, CW1 5HA

## **Kingsland C.E. Academy**

Eaves Lane, Werrington Road, Bucknall, S-o-T, ST2 9AS

## **Knutton St. Mary's Academy**

Church Lane, Knutton, Newcastle, ST5 6EB

## **Longford Primary Academy**

Ascot Drive, Cannock, Staffordshire, WS11 1PD

## **Meir Heath Academy**

Golborn Avenue, Meir Heath, S-o-T, ST3 7JQ

## **Nantwich Primary Academy**

Manor Road, Nantwich, Cheshire, CW5 5LX

## **Offley Primary Academy**

Offley Road, Sandbach, Cheshire, CW11 1GY

## **Park Hall Academy**

Carberry Way, Weston Coyney, S-o-T, ST3 5QU

## **Saint Nathaniel's Academy**

Westport Road, Burslem, S-o-T, ST6 4JG

## **St Saviour's C of E Academy**

Congleton Rd, Talke, S-o-T, ST7 1LW

## **St. Michael's Community Academy**

Holland Street, Crewe, CW1 3SL

## **Weston Infant Academy**

West Street, Weston Coyney, S-o-T, ST3 6PT

## **Weston Junior Academy**

Princess Drive, Weston Coyney, ST3 6NG

## **Whitchurch CE Infant & Nursery Academy**

Station Road, Whitchurch, Shropshire, SY13 1RJ

## **Whitchurch CE Junior Academy**

Salisbury Road, Whitchurch, Shropshire, SY13 1RX

## **Woodcroft Academy**

Wallbridge Drive, Leek, Staffordshire, ST13 8JG



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# Footpath to PEACE



## Step 1: Trust First

As the mission and vision are shared by all stakeholders, there is an acceptance that we are all one team, one family. All stakeholders must believe in **“Trust First”**.

## Step 2: Trust Way

As a Trust we celebrate and promote the diversity of our academies, but as one team it is right that we should also agree to do certain things in a consistent way, the SBMAT way. What is determined to be the SBMAT way will be agreed by a process of co-creation and inclusive review: however, once agreed, there is no opt-out only the **“Trust way”**.

## Step 3: Trust All

Given that SBMAT is a family, all its members – Academies, groups and individuals – must be successful. **“Trust all”** is the process by which “we all succeed together”, enabling additional support to be provided where needed.

## Step 4: Trust Tomorrow

Individually and collectively, we must ensure that one eye remains firmly fixed on the future, anticipating and preparing for our next stage of development. Together we can confidently look to the horizon and release the **“potential”** in all.

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# LGC Committee Guidance

## The Effective Local Governing Committee

The Local Governing Committee take responsibility at local level for supporting the Academy and its leadership and management team in improving the:

- Overall Effectiveness
- Quality of Education
- Behaviour and Attitudes
- Leadership and Management

The Local Governing Committee is a Strategic Committee of the Trust Board and has the best interests of the Trust, academy and local community at heart. The Department for Education is clear that its core functions are:

- Ensuring clarity of vision, ethos and **strategic direction** in line with Trust Objectives;
- Holding the Principal to account** for the quality of education, academic performance of the academy and the well being and safety of its pupils.
- Scrutinising the financial performance** of the academy and making sure its money is well spent.

These functions should be fulfilled in partnership with the MAT, with specific reference to the details contained in the Scheme of Delegation.

## Strategic Direction

- Setting the vision, values, and objectives for the academy in line with those of the Trust;
- Agreeing the school improvement strategy with priorities and targets;
- Preserving and developing the religious character of the academy (if a Church school);
- Ensuring the academy is managed in accordance with the academy's founding documents, the values of the Trust and the mission statement of the academy;
- Recommend and implement the admissions policy and arrangements for the Academy in accordance with admissions law and DFE codes of practice.

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# LGC Committee Guidance

## Holding the Principal to Account

- Asking the right questions of the academy's professional leadership, including questions about the progress and attainment of the pupils, the quality of education and the pupils' wellbeing;
- Receiving and exploring all the appropriate data available on the academy's performance in pupil learning and progress; pupil applications, admissions, attendance and exclusions; staff absence, recruitment, retention, morale and performance; the quality of education;
- Comparing the academy's performance with other local or similar schools against a range of performance measures;
- Comparing the performance of different groups of pupils with a focus to ensure Pupil Premium funding is used effectively to narrow any gaps in performance;
- Receiving information about the staff of the academy;
- Ensure that staff receive a regular appraisal of their performance
- Monitoring progress towards agreed targets;
- Contributing to school self-evaluation.

## Scrutinising the Financial Performance

- Scrutinising the financial performance of an academy will involve:
- Ensuring resources are allocated in line with the academy's priorities;
- Ensuring full and efficient use of all the academy's assets;
- Ensuring resources are procured more cost effectively or achieving outcomes at a lower per-pupil cost; and
- Ensuring best value for money from the budget.

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# Local Governor Role

The St Bart's Multi-Academy Trust is a multi-academy trust directly accountable to the Secretary of State for Education for its academies, through its Board of Directors. The Board of Directors has established a Local Governing Committee (LGC) for each academy within the Trust, to which some responsibilities are delegated.

The primary role of the Local Governing Committee is to provide support and challenge to the Academy and its leadership and management team in ensuring every child makes good or better progress and that parents & carers are fully involved in their child's education. To maximise the ability of the local governors to focus on this key area the LGC is not required to manage financial resources, staffing, Health and Safety or many of the other areas traditionally associated with a maintained school governing body as these issues are dealt with at a Trust level.

Local Governors are expected to:

**1. Contribute to the strategic direction of the academy and Trust by contributing to discussions at local governing committee meetings which consider:**

- vision and values;
- clear and ambitious strategic priorities and targets;
- access of children, including those with special educational needs, to a broad, balanced and engaging curriculum;
- ensuring all groups and individuals are making good or better progress;
- the quality of education;
- the implementation of the Trust's policies;
- the development of links with the local community; and
- the establishment of mechanisms to promote good stakeholder relations.

**2. Hold the senior leaders to account by monitoring the academy's performance; this includes:**

- agreeing the outcomes from the academy's self-evaluation and ensuring they are used to inform the priorities in the academy's action and improvement plan;
- considering all relevant data and feedback provided on request by academy leaders and external sources on all aspects of academy performance;
- asking challenging questions of academy leaders;
- ensuring senior leaders have implemented the required policies and procedures and the academy is operating effectively according to those policies;
- acting as a link governor on a specific priority / issue, making relevant enquiries of the relevant staff, and reporting to the governing body on the progress on the relevant academy priority; and
- listening to and reporting to the academy's stakeholders: pupils, parents, staff, and the wider community, including local employers.

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# Local Governor Role

## 3. When required, serve on panels of the Trust to:

- appoint staff in the academy;
- hear discipline, complaints and appeals cases.

## 4. Follow the principles and commitments set out in the Trust's Code of Conduct for Directors and Local Governors.

- The role of a Local Governor is largely a challenge and scrutiny role; they do not manage an academy day-to-day, but are required to oversee its long-term development in conjunction with the Trust.

## 5. Knowledge and skills:

- Local governing bodies rely on a variety of experiences and perspectives. No specific prior knowledge is required, and volunteers have a range of skills and backgrounds. Training and support is available for new and existing Local Governors and is free of charge.

## 6. Safeguarding:

- The St Bart's Multi-Academy Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.
- Members of local governing committees are expected to hold or be willing to obtain Enhanced DBS check or Enhanced check for Regulated Activity with the Disclosure & Barring Services (previously the Criminal Records Bureau).

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# LGC Composition

Schools reaching agreement with the St Bart's Multi Academy Trust about conversion to academy status accept the MAT Board of Directors as their statutory Governing Board.

The principle of the composition of LGCs contained in the Model Scheme of Delegation is that there will always be a majority of members appointed directly by the MAT, over the total of those elected by parents, the Principal/Head of School. (It is usual for all non elected members to be "De facto" MAT appointments by default).

The MAT is committed to the local governance of its member academies and, where consistent with best governance practice, aims to appoint LGCs that reflect the successful practices of the predecessor Governing Board. As academies elect to join the MAT, they may wish to retain a pattern of governance resembling, or identical with, their current composition. The MAT will attempt to meet these requirements by appointing current Governors wishing to serve on the new LGC.

The MAT Board of Directors will ultimately be accountable and responsible for the performance of academies in the MAT. The MAT can agree to delegate as much or as little authority to the LGC of an academy as appropriate under its Scheme of Delegation. This allows it to decide where authority should sit according to the individual circumstances of the academy.

In appointing members of the LGC, the MAT will usually adhere to the model detailed below. However, there may occasionally be exceptions approved by the MAT itself.

Academy	Directly Appointed by MAT	Elected Parents	Principal/ Head of School	Foundation	TOTAL
Church	3	2	1	2	8
Non-Church	3	2	1	0	6

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# Code of Conduct

## NGA Code of Conduct 2018 Version

This Code of Conduct sets out the behaviour and conduct expected of all academy Governors.

### The governing committee has the following strategic functions:

Establishing the strategic direction, by:

- Setting and ensuring clarity of vision, values, and objectives for the school(s)/trust;
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties.

Ensuring accountability, by:

- Appointing the lead executive/principal (where delegated);
- Monitoring the educational performance of the school/s and progress towards agreed targets;
- Performance managing the lead executive/principal (where delegated)
- Engaging with stakeholders;
- Contributing to school self-evaluation.

### As individuals on the committee we agree to the following:

#### Role & Responsibilities

- We understand the purpose of the committee and the role of the executive leaders;
- We accept that we have no legal authority to act individually, except when the committee has given us delegated authority to do so, and therefore we will only speak on behalf of the governing committee when we have been specifically authorised to do so;
- We accept collective responsibility for all decisions made by the committee or its delegated agents. This means that we will not speak against majority decisions outside the governing committee meeting;
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer;
- We will encourage open governance and will act appropriately;
- We will consider carefully how our decisions may affect the community and other schools;
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of the MAT and our school/group of schools. Our actions within the school and the local community will reflect this.

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# Code of Conduct

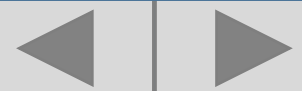
- In making or responding to criticism or complaints we will follow the procedures established by the governing committee;
- We will actively support and challenge the executive leaders;
- We will accept and respect the difference in roles between the committee and staff, ensuring that we work collectively for the benefit of the organisation;
- We will respect the role of the executive leaders and their responsibility for the day to day management of the organisation and avoid any actions that might undermine such arrangements;
- We agree to adhere to the school's rules and policies and the procedures of the governing committee as set out by the relevant governing documents and law;
- When formally speaking or writing in our governing role we will ensure our comments reflect current organisational policy even if they might be different to our personal views;
- When communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the organisation.

## Commitment

- We acknowledge that accepting office as a governor/trustee/academy committee member involves the commitment of significant amounts of time and energy;
- We will each involve ourselves actively in the work of the governing committee, and accept our fair share of responsibilities, including service on committees or working groups;
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to;
- We will get to know the school/s well and respond to opportunities to involve ourselves in school activities;
- We will visit the school/s, with all visits arranged in advance with the senior executive leader/principal and undertaken within the framework established by the governing committee;
- When visiting the school in a personal capacity (i.e. as a parent or carer), we will maintain our underlying responsibility as a governor/trustee/academy committee member;
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training;
- We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing committee, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website;
- In the interests of transparency we accept that information relating to governors/trustees/academy committee members will be collected and logged on the DfE's national database of governors (Get information about schools).

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# Code of Conduct



## Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted;
- We will express views openly, courteously and respectfully in all our communications with other governors/trustees/academy committee members, the clerk to the governing committee and school staff both in and outside of meetings;
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times;
- We are prepared to answer queries from other committee members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved;
- We will seek to develop effective working relationships with the executive leaders, staff and parents, the trust, the local authority and other relevant agencies and the community.

## Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school;
- We will exercise the greatest prudence at all times when discussions; regarding school/trust business arise outside a governing committee meeting;
- We will not reveal the details of any governing committee vote;
- We will ensure all confidential papers are held and disposed of appropriately.

## Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing committee's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time;
- We accept that the Register of Business Interests will be published on the school/trust's website;
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise;
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the governing committee.

## Ceasing to be a governor/trustee/academy committee member

- We understand that the requirements relating to confidentiality will continue to apply after a governor/trustee/academy committee member leaves office.

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# Code of Conduct



## Breach of this code of conduct

- If we believe this code has been breached, we will raise this issue with the chair and the chair will inform the CEO and investigate;
- The MAT / governing committee will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways;
- Should it be the chair that we believe has breached this code, another governing committee member, such as the vice chair will investigate.

## Removal of elected governors

- In exceptional circumstances, the Trust Board has the power to remove elected governors where the actions or behaviour of the elected governor warrants removal rather than suspension. This power is delegated to the CEO of the Trust and is subject to the normal appeals procedure.

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# The 7 Principles of Public Life

Anyone in a governance role is required to comply with the 7 principles of public life. These apply to anyone who works as a public office-holder. This includes people who are elected or appointed to public office, nationally and locally.

They were first set out by Lord Nolan in 1995 and are included in the Ministerial code.

## Selflessness

Holders of public office should take decisions solely in terms of the interest of the public. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

## Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

## Objectivity

In carrying out public business, including making public appointments, awarding contracts, and recommending individuals for rewards and benefits, holders of public office should make choices on merit alone.

## Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit them-selves to whatever scrutiny is appropriate to their office.

## Openness

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands this.

## Honesty

Holders of public office have a duty to declare any private interest relating to their public office duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

## Leadership

Holders of public office should promote and support these principles by leadership and example.

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# Role of the Chair of the LGC

The Chair of the LGC plays a significant role in the governance of the academy and its relationship with the MAT. It is therefore important that someone with the right skills and knowledge is appointed to the position. The LGC may make a recommendation to the MAT for the Chairmanship of the Committee, but final approval rests with the CEO acting on behalf of the MAT.

The Chair of Governors is responsible for the academy governors / LGC and must take on specific tasks.

The key responsibilities are to:

- To ensure the business of the LGC is conducted properly, in accordance with legal and St. Bart's Multi-Academy Trust delegation requirements;
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making;
- To establish and foster an effective relationship with the Principal based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing committee acts as a sounding board to the Principal and provides strategic direction.

**Disqualification** – the Principal, Staff Governors, Pupils, Staff Members.

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# Chairs' Power to Act

## During the proceedings of the Trust Board and the Local Governing Committees;

The Chairman and Vice Chairman of the Trust and LGC, and its committees, must stand for (re)election annually in the Autumn Term (staff Governors may not stand).

- Further to this, the Members Board have resolved that by virtue of the Office of **Chairperson of the Trust Board**, that they delegate the 'Power to Act' on their behalf in circumstances where the **Chair of the Trust** is of the opinion that a delay in exercising the function would be likely to be seriously detrimental to the interests of;
  - (a) the Academy Trust and any school within the Trust;
  - (b) any pupil within the Trust, or their parent; or
  - (c) a person who works within the Academy Trust.
- And also that, the Trust Board have resolved that by virtue of the Office of **Chairperson of the LGC**, that they delegate the 'Power to Act' on their behalf in circumstances where the **Chair of the LGC** is of the opinion that a delay in exercising the function would be likely to be seriously detrimental to the interests of;
  - (a) their academy;
  - (b) any pupil at their academy, or their parents; or
  - (c) a person who works at their academy.

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# Role of the Vice-Chair

The Vice-Chair of the LGC also plays a significant role in the governance of the academy. It is therefore important that someone with the right skills and knowledge is appointed to the position.

The Vice-Chair of Governors must take on specific tasks.

The key responsibilities are to:

- Support the chair in the conduct of meetings;
- Check that decisions taken by the LGC are enacted;
- Ensure governors' participation in and between meetings;
- Welcome and induct new governors;
- Ensure that committees and working parties are working effectively and to their terms of reference;
- Stand in for the chair when necessary;
- Listen and be a critical friend to the chair;
- With the Chair of Governors, coordinate the LGC role and response during inspection;
- Monitor the work of the LGC; and
- Represent the academy at public events and parents' meetings.

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# LGC meetings and documentation

The Chief of Operations and Trust Business Manager play a key role in governor involvement, academy improvement, and accountability to ensure the LGC works effectively and appropriately.

The key responsibilities are to:

- To work effectively with the Chair of Governors, the other Governors and the Principal to support the Governing Committee;
- To advise the Governing Committee on Constitutional and Procedural Matters, duties and powers;
- To convene meetings of the Governing Committee;
- To set the termly agenda for the Local Governing Committee;
- To maintain a register of members of the Governing Committee and report vacancies to the Governing Committee;
- To give and receive notices in accordance with relevant regulations;
- To perform such other functions as may be determined by the Governing Committee from time to time;

Local Governing Committee meetings are minuted by academy staff. The minutes record key discussion points of the meeting, including key questions and challenge. Further to this, key actions are noted and form the basis of the Trust exceptions report. The minutes and key actions are checked by the chair, principal and hub leader for accuracy and a correct record of the meeting.

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# Visiting an Academy

From time to time governors will be required to visit an academy. However, this should be conducted in line with specific protocols and academy policies.

The major purpose of visiting an academy is to observe and explore the impact and effectiveness of the policies and procedures the academy has in place. It is not judgemental and the observations you make should enable you as a governor to do your job to a higher standard.

Academies are busy workplaces and nobody should expect to just turn up, be shown around or wander around on their own – however informal your relationship with the staff. Governors have no automatic right to visit the academy. They only do so on invitation or by a decision taken by the LGC and always within the terms of the academy's Visiting Policy.

As a governor, you must ensure the visit fits in with the needs of the academy and its pupils.

## What Must an Academy Visit be?

Academy visits by governors are always:

- Arranged in advance;
- For an agreed length of time;
- For an explicit and agreed purpose, which the people you are visiting know of in advance;
- Well prepared beforehand;
- Have an agreed outcome;
- Contribute to the monitoring role of the LGC (not of the individual governor); and
- To show teachers, parents and children that we are interested in what the academy is doing.

If you find that your visit, no matter how well intentioned it may be, does not tick the points highlighted above, please consider rescheduling the visit until such a time when all of the points above can be adhered to.

Governors visit the academy to learn about its ways of doing things, not to make judgments.

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# LGC Terms of Reference

The Local Governing Committee needs to take a strategic role, act as a critical friend to the Academy and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

## Terms of Reference:

- **To agree constitutional matters\***, including procedures where the Local Governing Committee has discretion
- To recruit new members as vacancies arise and **to appoint new governors\*** where appropriate
- **To hold at least three Governing Committee meetings a year\***
- To establish the committees of the Governing Committee and their terms of reference
- To appoint the Chair of any sub committee (if not delegated to the committee itself)
- **To appoint or remove a Clerk to each sub committee\***
- **To suspend a governor\***
- To decide which functions of the Governing Committee will be delegated to committees, groups and individuals
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Committee is necessary
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- **To review the delegation arrangements annually\***
- Any items which individual governing committees may wish to include.

**\*These matters cannot be delegated to either a committee or an individual and must be referred to the CEO for confirmation.**

## Membership – As per the Instrument of Government

- The term of office for a governor in the St Bart's Multi-Academy Trust is 4 years.

## Disqualification – as per Regulation 20 and Schedule 6 of the Constitution Regulations

- <https://www.gov.uk/government/publications/constitution-of-governing-bodies-of-maintained-schools>.

## Quorum

- One half of the number of Governors in post.

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# Hearings Committee

## Terms of Reference:

- To make any determination to dismiss any member of staff (unless delegated to the Principal)
- **To make any decisions under the Governing Committee's personnel procedures e.g. disciplinary, grievance, capability. Where the Principal is the subject of the action this should be referred to the MAT\***
- To make any decisions relating to any member of staff other than the Principal, under the Governing Committee's personnel procedures (unless delegated to the Principal)
- To make any determination or decision under the Governing Committee's General Complaints Procedure for Parents and others
- To make any determination or decision under the Governing Committee's Curriculum Complaints Procedure, in respect of National Curriculum disapplication's, and the operation of the Governing Board's charging policy:
- Additional items which individual Governing Bodies may wish to include.

**\*cannot be delegated to an individual and must be referred to the CEO/MAT for confirmation. No decision to dismiss a member of staff can be made without MAT authorisation.**

## Membership

- not less than 3 members of the Governing Committee
- at least one member appointed by the MAT.

(NB. The number appointed to this committee directly affects the number required for an Appeal Committee)

## Disqualification

- The Principal.

(It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member).

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# Appeals Committee

## Terms of Reference:

- **To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee\***
- **To consider any appeal against a decision short of dismissal under the Governing Committees personnel procedures e.g. disciplinary, grievance, capability\***
- **To consider any appeal against selection for redundancy\***
- *Any items which individual governing bodies may wish to include.*

**\*cannot be delegated to an individual.**

## Membership

- no fewer members than the Hearings Committee
- at least one member appointed by the MAT.

## Disqualification

- The Principal
- Any members of the Hearings Committee.

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# Pupil Discipline Committee

## Terms of Reference:

- To consider representations from parents in the case of exclusions of 5 days or less (*Committee may not re-instate*)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (*meeting to be held between 6th and 50th school days after receiving notice of the exclusion*)
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination (*meeting to be held between 6th and 15th school days after receiving notice of the exclusion*)
- To ensure that the guidance contained in the 'Improving Attendance and Behaviour' document is practised in the school, with specific reference to the role assigned to the Governing Committee
- To review the Academy Behaviour and Discipline Policy, and make recommendations on changes to the Governing Committee or relevant committee
- *Any items which individual governing bodies may wish to include.*

## Membership

- 3 or 5.

NB. The Governing Committee may nominate a pool of governors from which three or five will serve as the Discipline Committee to consider particular exclusions. If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If, through non-attendance of a governor, four members consider an exclusion, the chair has the casting vote.

## Disqualification

- The Principal
- Any Governor with prior knowledge of the pupil or the incident.

(It is suggested that neither the Chair of Governors nor a member of staff, due to probable prior knowledge, should be a member).

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# Principal's Performance

## Terms of Reference:

- To draft and keep under review the staffing structure in consultation with the Principal
- To establish a Salary Policy for all categories of staff and to be responsible for its administration and review
- To oversee the appointment procedure for all staff except for Principal and Vice Principal which should be referred to the CEO
- To establish and review a Performance Management policy for all staff\*
- To oversee the process leading to staff reductions
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To make recommendations on personnel related expenditure
- To consider any appeal against a decision on pay grading or pay awards
- Additional items which individual Governing Committees may wish to include.

## Disqualification

Any relevant person employed to work at the academy other than as the Principal, when the subject for consideration is the pay or performance review of any person employed to work at the academy\*.

\*in partnership with the MAT.

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# Scheme of Delegation

This Scheme identifies the key decisions that are required in connection with the overall governance and management of the St Bart's Multi-Academy Trust and the individual academies within it and should be read in conjunction with the Terms of Reference for Local Governing Committees and the Articles of Association of the Academy Trust. The Scheme is reviewed by Trustees at least once per year.

The bodies identified in the Scheme are as follows:

- Members (shareholders who have ultimate control over the direction of St Bart's MAT and ensure that St Bart's achieves its objectives)
- Trust Board (develops strategic direction, holds individual academies to account for their performance and ensures the MAT and academies are performing financially. (The Trust Board can delegate its powers to the CEO and to specific committees of the Trust Board))
- Local Governing Committee of the Academy (a committee of the Trust Board, which operates subject to Terms of Reference set by the Trust Board). It is important to remember that although a responsibility may have been delegated to a LGC the legal responsibility is still with the MAT in terms of performance, finance and as the employer of staff.

The different levels of delegated power and decision making are designated as X.

Note: Whilst this scheme intends to cover all foreseen aspects of responsibility and procedure it is not exhaustive and when in doubt all parties should engage in meaningful consultation before acting, in order to ensure that the Trust meets the regulations as set out in the Academies Financial Handbook.

**It is the St. Bart's Multi-Academy Trust's stated intention and preference that:**

- The Trust and the LGC's will work collaboratively and in partnership at all times
- The Trust will make decisions, following consultation with LGC's, on matters related to all the academies in the Trust. LGC's will make decisions within their powers of delegation on matters which affect individual academies and make recommendations to the Trust and the Principal of the Academy
- The Trust Board will put into place effective arrangements for monitoring and evaluating the performance of LGC's and academies
- LGC's / Principals will report regularly and frequently to the Board and will make available all relevant data and information on performance and effectiveness.

**Members of the LGC agree to:**

- attend such training as is reasonably required by the Trust in order to update and improve the knowledge and skills available within the LGC to fulfil its role
- provide the information required by the Trust in the form indicated in this Scheme and its Appendix and not to withhold any information which the Trust reasonably requires;
- refer certain decisions to the Trust for approval as set out in this Scheme, and not to act, or to omit any act, in reliance on such a decision prior to obtaining such approval.

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# 1 Budgets & Finance

## 1.1 Procurement of Essential Services

### 1.1.2 Central Essential Services

The Trust shall determine the scope of mandatory core services to be procured and delivered on behalf of its academies and shall deliver those services ensuring that they represent good value for money.

### 1.1.3 Non-Central Essential Services

The Trust shall also determine in partnership with the Principal those essential services which must be procured by each Academy, ensuring that such services procured represent value for money.

## 1.2 Budget and Budget Plan

**1.2.1** The Trust shall determine the proportion of the overall Academy budget to be retained for Central Services and shall inform the LGC of the balance (“the Budget”).

**1.2.2** The Principal and CFO (Budget Control Officers) shall develop the individual Academy plan for spending the budget (“the Budget Plan”) in accordance with the Academies Financial Handbook and the School Development Plan and shall present the proposed Budget Plan to the Trust for approval.

The Trust shall approve the Budget Plan provided that:

- it is consistent with the Academies Financial Handbook;
- it is consistent with the Ethos of the Trust and the Academy;
- it is consistent with all policies published by the Trust;
- it represents what the Trust considers to be the most appropriate allocation of resources consistent with the School Development Plan (SDP) for the Academy.

## 1.3 Financial Monitoring

The Trust shall:

- monitor monthly expenditure of the Academy against the approved Budget Plan;
- approve any variations between Budget Plan headings (provided that these are within the overall Budget);
- enter into contracts within the financial limits published by the Trust from time to time [Financial Scheme of Delegation and Financial Procedure] and within the Budget Plan of the Academy;
- oversee the policy on charging and remissions published by the Academy from time to time [Charging and Remissions Policy];
- not agree to any expenditure outside of the approved Budget Plan without the recommendation of the CFO [Financial Scheme of Delegation and Financial Procedures].

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# 2 Staffing

## 2.1 Appointments

The Trust shall appoint the Principal and the Deputy Principal(s) of the Academy having regard to representations of the LGC who shall be invited to appoint two of their members to sit on any appointment panel.

The LGC shall appoint other staff to the Academy in accordance with the HR policies published by the Trust from time to time.

## 2.2 Performance Review, Pay Discretions and other HR matters

The performance review of the Principal shall be conducted by the CEO or a Trust appointed officer, the Chair of the LGC and an External Advisor in accordance with the Trust's Performance Review Policy [Appraisal Policy for Teaching Staff].

## 2.3 Performance review – other staff

The LGC shall ensure that the performance review of all other staff is conducted in accordance with the Trust's Performance Review Policy published from time to time [Appraisal Policy for Teaching Staff and Appraisal Policy for non-teaching staff].

## 2.4 Pay Discretions

The CEO may, in line with the Trust Pay Policy and the Budget Plan, and with any written recommendations from the Performance Review procedure, recommend discretionary pay awards for the Principal and all other staff to the Trust who will consider, but not be bound by such recommendations.

## 2.5 Disciplinary and Capability Procedures

The LGC shall undertake any capability or disciplinary procedure in accordance with the Trust's policies and in accordance with advice from the Trust's HR Department [Capability Policy for Teaching and Support Staff, Disciplinary Policy].

## 2.6 Determining Dismissal Payments

In the event that a staff member is dismissed no payment in respect of that dismissal shall be made without the consent of the Trust CEO.

## 2.7 Considering Requests for Early Retirement or Flexible Working

The Trust shall consider any requests for Early Retirement or Flexible Working and must seek advice in that respect from the Trust's HR Department and CEO.

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## 3 Standards, Curriculum and Target Setting

The LGC shall determine the curriculum of the Academy in line with the Trust's Curriculum Policy and shall set targets for each pupil of the Academy. The LGC shall refer proposed targets to the Trust for approval.

## 4 Admissions, Structure and Opening Times

### Admissions

The LGC shall ensure that the Admissions policy for the Academy is consistent with the Admissions Policy of the Trust and that it is published on the Academy's website. Decisions on admissions shall be made by the LGC in line with the Admissions Policies and procedures mentioned above. Appeals shall be considered by the Trust taking into account, but not being bound by, any representations from the LGC.

## 5 Structure

The LGC shall refer to the Trust any proposal to alter:

- Opening Times;
- Extended School Provision;
- Setting Term times and Inset Days;
- Change in age range;

Prior to implementation of, or consultation on such change, and shall not make or consult upon any such change without the prior consent of the Trust. The Trust will consider such consent having regard to but not being bound by representations from the LGC.

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## 6 Safeguarding

The LGC shall ensure that the academy has a Designated Officer and Deputy and that their contact details are published on the School website. The LGC shall also ensure that the names and contact details of the Designated Officer and Deputy are sent to the Trust so that contact details may be published on the MAT website.

The LGC shall appoint a Member with specific responsibility for safeguarding and make contact details for that Member available on the Academy website. The LGC shall also inform the Trust of the name and contact details of that responsible LGC Member for publication on the Trust's website.

The Trust's website will include the name and contact details of the person at the Trust with special responsibility for safeguarding.

## 7 Premises and Insurance

The Trust shall effect an insurance policy for buildings, public liability, business interruption and officer's liability in accordance with the Articles.

The Trust shall develop and implement a strategy for the maintenance and development of the school site and buildings.

## 8 Health & Safety

The LGC shall ensure that the Academy implements and complies with the Health and Safety policy published by the Trust from time to time.

## Reporting Requirements

Reports from LGC to Trustees

1. LGC Academy Report including actions and issues to be addressed
2. Targets and Annual performance data.

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# Scheme of Delegation Matrix

	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Overall Trust strategy	X	X					In consultation with CEO
New convertor academies joining		X					CEO recommendation post due diligence
New sponsor academies joining		X					CEO recommendation post due diligence
Entering into funding agreements for new partner academies		X	X				
Approval of MAT Development Plan		X					
Determine the scope of central services to be delivered by the Trust		X	X				

Governance	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Appointment of Members	X						CEO and Trustees can recommend
Appointment of Trustees	X						CEO and Trustees can recommend
Removal of Trustees	X						CEO and Trustees can recommend
Approval of terms of reference for subcommittees and for LGC's		X					Standard across all partner academies
Recruitment procedures for LGC's		X	X	X			Per Articles of Association
Appointment of LGC members		X	X				Per Articles of Association
Appoint Chair of academy LGC		X	X				This is a Trust Board appointment confirmed at the annual meeting in the Autumn term by the CEO and in consultation with the LGC.
Removal of academy LGC		X					Based on specific triggers
Appoint & Remove Clerk to the Board of Trustees and Academy LGC		X					Trust employed clerk
To draw up governance documents		X	X	X			
Authorisation to approve/amend Scheme of Delegated Authority		X					
Maintenance of Register of Interests		X		X		X	At each level
Publish proposals to change category of school		X	X				
Complete annual skills audit and appropriate training programme		X		X		X	At each level

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# Scheme of Delegation Matrix

SCHOOL PERFORMANCE AND CURRICULUM	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Set and monitor Academy pupil achievement and attendance targets				X		X	After consultation with CEO
Approval and monitoring of academy targets for pupil achievement and attendance		X	X				
Approval and monitoring of standards of quality of teaching and learning				X		X	
Approval and monitoring of academy plans for pupil wellbeing				X		X	
Approval and monitoring of St Bart's school specific development plans		X	X				
Approval of academy development and improvement plans			X	X		X	
Post-Ofsted Academy Action Plan sign off			X	X		X	Report to Trustees
Academy Performance reviews		X	X				
Curriculum: Planning, implementation and review				X		X	
Ensure provision of RE in line with school's basic curriculum				X		X	
Compile data for pupil assessment and statutory returns				X			Submitted to trust for information
To develop and implement a safeguarding policy in line with statutory requirements				X		X	
Approval of St Bart's educational policies (e.g. off site visits, RE provision, Collective worship, sex education etc.)				X		X	All trust wide policies to be signed off by Trustees
Term dates		X				X	
Length/ organisation of Academy day/daily act of worship		X		X		X	
Exclusion				X		X	Report to LGC
Permanent exclusions				X		X	Report to LGC
Exclusion appeals						X	
Consult on setting/amending Admissions policies and criteria				X		X	
Admissions application decisions						X	
Admission appeals				X			

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FINANCE							
STATUTORY REPORTING	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Completion and approval of annual accounts and reports to funding and regulatory bodies	X	X	X				Reviewed by CFO and CEO and after support from external Accountants
Completion and submission of other accounting returns		X	X		X		In role of Accounting Officer
Completing annual & periodic financial reports to Board (including income/expenditure, cash flow, projections etc.).					X		
Authorised to complete PAYE returns					X		
Authorised to complete VAT returns.					X		

SYSTEMS OF INTERNAL FINANCIAL CONTROL	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Assurance over adequacy of systems of internal financial control			X		X		In role of Accounting Officer
Approval of financial regulations		X			X		CFO reports to the Trustees
Appointment of external auditors	X	X					Recommendation from CFO and CEO

BUDGET & MANAGEMENT REPORTING	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Approval of annual budget for St Bart's MAT		X					Prepared by CFO
Recommendation of line by line individual academy budget			X	X	X		
Approve individual academy budget		X	X				
Receipt and review of management accounts		X	X				Report prepared by CFO
Approval of St Bart's budget and academy contributions		X	X				Recommendation for central charge by CFO/CEO
Establish a charging and remissions policy		X				X	LGC consulted on local issues.

PURCHASING & PROCUREMENT	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Placing orders for goods and services, entering into contracts - up to £5,000				X	X		
Placing orders for goods and services, entering into contracts - up to £10,000				X	X		Three quotes needed - within set budget
Placing orders for goods and services, entering into contracts - up to £30,000		X					BACs transactions etc. to monitor overall budget
Placing orders for goods and services, entering into contracts - up to £50,000		X					Tendering process adhered to within budget
Ensuring compliance with tendering processes		X			X		Report to Trustees
Identify additional services to be procured on behalf of the academies			X		X		
Ensure centrally procured services provide value for money		X			X		

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<b>BANKING AUTHORITY &amp; CASH MANAGEMENT</b>	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Cash flow Management, Treasury & Investment		<b>X</b>			<b>X</b>		Report to Trustees
Open a bank account and approve signatories		<b>X</b>			<b>X</b>		CFO to open (standard model for each new partner academy - approval not needed)

<b>TRANSACTION PROCESSING</b>	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Maintain proper financial records		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Payroll - Starters, leavers and amendments					<b>X</b>		Delegated to SBM where appropriate
Payroll - Administration					<b>X</b>		Delegated to SBM where appropriate
Purchasing - Authorised to create vendors on accounting system					<b>X</b>		Delegated to SBM where appropriate
Income					<b>X</b>		Delegated to SBM where appropriate
Authorisation of expense claims (cannot authorise ones own expenses)			<b>X</b>	<b>X</b>	<b>X</b>		Cannot authorise own expenses
Control account reconciliation					<b>X</b>		
Write-off bad debts		<b>X</b>					Report by CFO

<b>FIXED ASSETS</b>	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Management of capital projects			<b>X</b>	<b>X</b>	<b>X</b>		Trust Maintenance Officer advice
Asset Register					<b>X</b>	<b>X</b>	Partner academies to maintain their own
Security Of Assets						<b>X</b>	Any issues reported to Trustees via LGC report
Disposal of Assets up to £20,000				<b>X</b>	<b>X</b>		
Disposal of Assets over £20,000		<b>X</b>			<b>X</b>		Advised by CEO/CFO
Loan of Assets				<b>X</b>	<b>X</b>	<b>X</b>	

<b>INSURANCES</b>	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Annual Risk Review & Premium Renewal					<b>X</b>		RPA

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HUMAN RESOURCES							
STAFF STRUCTURE	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Approval of annual staffing structure		X	X				Principal and LGC consultation.
Approval of academy staffing budget		X	X				Trust Board to approve
Authorised to Increase Academy/Organisational Headcount (Establishment) within existing staffing budget			X		X		With invitation to LGC to be involved
Job Description sign off			X	X			
GRADE OF POSTS (TEACHING & SUPPORT STAFF)	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Job evaluation policy & procedures			X		X		Ensures consistency
Authorised to evaluate jobs and grades			X		X		Ensures consistency
Authorised to agree/vary basic employment Terms & Conditions			X				Ensures consistency
RECRUITMENT	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Recruitment and appointment of CEO	X	X					
Recruitment and appointment of CFO (when appropriate)		X	X				
Recruitment and appointment of EHT (When appropriate)		X	X				
Recruitment and appointment of Principals/Heads of School		X	X			X	
Recruitment and appointment of other Senior Leaders			X	X		X	
Recruitment and appointment of other staff				X		X	
Recruitment processes including pre recruitment checks		X	X	X	X	X	Appropriate team leads at each level
Signing of employment contracts			X				
PAY POLICY	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Annual approval of pay policy, including pay awards, pay point values, etc.		X	X				Report to Trustees
Determination of pay ranges		X	X				When needed
Allocation of TLR / SEN values		X	X	X			Within staffing budget
Annual Pay Progression		X	X	X			Within staffing budget and reported via PM procedures to Trustees
PENSION POLICY & DISCRETIONS	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Handling of all pension matters (teachers and support staff)					X		
Approval of use of discretions		X					

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OPERATION OF POLICIES	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Formulation and approval of MAT policies including performance management and capability, disciplinary, grievance, complaints etc.		X					CEO makes recommendations
Approval of formal restructure plans		X	X		X		CEO and CFO make recommendations
Approval of severance or redundancy agreements		X	X				
Authority to issue warnings or other disciplinary measures except dismissal			X	X			
Authorisation of settlement agreements		X	X				Within budget
Suspension		X	X	X			
Dismissal	X	X	X	X		X	Trustees and LGC with CEO (HR advice needed)
Appeals	X	X				X	
Comply with all Data protection legislation with regards to students, parents and staff		X	X	X	X	X	
Comply with academy website requirements		X		X	X	X	

PERFORMANCE MANAGEMENT	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Carry out Principal performance management			X			X	
Carry out academy staff performance management				X			

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HEALTH AND SAFETY AND ESTATES	Members	Trustees	CEO	Principal	CFO	LGC	Commentary
Health and Safety Policy		X				X	
Ensuring the adequacy of health and safety practice throughout St Bart's		X	X	X	X		
Critical incident planning		X		X			
Health and Safety RIDDOR Accident reporting				X		X	Reports to Trustees
Premises management and security				X		X	
Statutory training		X		X		X	Report to LGC
Statutory compliance testing		X	X	X		X	
Academy health and safety arrangements including committee and use of risk assessments				X	X	X	Reports via LGC to Trustees
Fire risk assessment			X	X			SBM organise risk assessments locally reported via LGC
Asbestos risk assessment			X	X			SBM organise risk assessments locally reported via LGC
General monitoring and action plans in relation to safety of sites including buildings conditions			X	X		X	Reports to Trustees
Develop academy building and facilities estate long term strategy for development and maintenance		X	X	X	X		

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