

Terms of Reference for Local School Boards within Elements Diocesan Learning Trust

1. Local School Board – Terms of Reference

Any changes made by the Directors to the committee structures, terms of reference or membership of the Local School Board and/or committees of the Local School Board made through this document, should be implemented fully as soon as possible, but at the very latest, 1st September 2023.

A Local School Board (LSB) may not change these terms of reference.

A Local School Board and/or committee of the LSB may form working parties, from time to time, to provide additional scrutiny on a particular matter e.g. Pupil Premium, SEND, EYFS. Working parties should report back to the LSB, as appropriate, for decision making/approval of recommendations.

Meetings of a LSB and any committees should be clerked by an appropriately trained person appointed by the LSB.

The Headteacher, CEO or Officers of the Trust have the right to attend all meetings of a LSB and its committees.

1.1 Local School Board (LSB)

Purpose

The LSB's role is to exercise leadership on behalf of the Trust in the running of an individual school, to provide information to the Trust on the operation and performance of the school and to exercise its responsibilities and powers in partnership with the Headteacher, other school and trust-wide staff, and the Trust's Members and Directors.

The LSB and the Headteacher have full delegated responsibility for the strategic direction and day-to-day leadership and management of the school.

Each LSB has a key role to play in the overall development and success of the Trust and in contributing to joint working and sharing best practice between Schools in the Trust.

In line with the overall overarching vision, strategy, ethos, and broad policy framework of the Trust the LSB will:

- Help the School to set high standards by planning for the future, set the direction for each School, agree targets for improvement and monitor and evaluate its performance
- Be a critical friend to the Headteacher and senior leaders, accelerating the pace and rate of improvement and the achievement of all children
- Set the School's standards of conduct and values
- Ensure sound management and administration of the School and ensure all staff have the appropriate qualifications, skills, experience, and training to carry out their duties
- Ensure compliance with all employment related statutory requirements and the Trust's HR policies and procedures
- Ensure compliance with all building and site, health and safety, ICT and data protection regulations and the Trust's related policies, procedures, and plans
- Ensure compliance with all financial, statutory and regulatory requirements in the use of the School's GAG funding and any additional monies

- Help the School respond to, and meet, the needs of parents and the wider local community
- Ensure the effective and efficient delivery of additional and ancillary services
- Ensure all Local Governors are skilled in understanding, interpreting, and comparing school performance, attendance, admissions, and exclusions data and are kept fully apprised of the performance of the School at all times
- Ensure all Local Governors have the skills, knowledge, and information to assess the School's financial performance

Terms of Reference

Set out and approve the School's theologically rooted Christian vision, strategy and long-term development plan in line with the Trust's overall Christian vision.

Ensure that the School contributes significantly to the overall development and success of the Trust.

Monitor key performance indicators and annual targets for the School, as agreed by the Board. Monitor progress made and take action if KPIs and targets are not being met.

Report progress to CEO and Board. Approve the School's development/improvement plan, to be developed by the Headteacher and agreed with the CEO. Monitor overall performance and the achievement of objectives, targets, and key performance indicators, and ensure that plans for improvement are acted upon; report progress to the CEO/Board and provide all required data.

In line with the Trust's arrangements for performance management, support and challenge the Headteacher, and senior leadership team to continually improve outcomes. Receive and act on an annual report on the performance of the Headteacher and senior leaders.

Advise the trust Board of Directors of any concerns about the running of the school that cannot be resolved by the LSB and of any suspicions of fraud and irregularity.

Adopt and ensure the implementation of Trust-wide policies and procedures within the School. Monitor their implementation and evaluate and report on their impact to the CEO.

Approve school specific policies and procedures, ensure and monitor their implementation, and evaluate their impact.

In line with the Trust's governance arrangements, policies and procedures, and scheme of delegated authority for the LSB:

- Align meetings of both committee and full LSB with the Trust schedule of meetings for the academic year
- Annually, in good time for the commencement of the new academic year:
 - Appoint a Vice-chair of the LSB
 - Appoint the Chairs of the LSB's committees
 - Appoint a person (s) to clerk LGB committee meetings
 - Identify Local Governors who are eligible for selection to hearings and appeals panels as required
- Establish standing and ad-hoc committees in line with the terms of reference; appoint Local Governors to these committees
- Nominate Local Governors to take specific responsibility for safeguarding, SEND, Christian Distinctiveness, and any other areas required in line with any statutory requirement. Ensure that these Local Governors undertake training to ensure they are equipped to carry out this role effectively
- Receive reports and recommendations from any committee, group, or individual to whom an action or decision has been delegated to agree the recommendation, ratify the decision, or consider whether any further action by the LSB is necessary

- Maintain a School Risk Register
- Carry out and report on all duties and responsibilities delegated to the LSB by the Board of Directors
- Make decisions on any other constitutional matter in which the LSB has discretion
- Maintain and publish, through the Local Governors' Clerk, a register of Local Governors' and senior members of staff's business and other interests and adhere to procedures for registering and managing conflicts of interest
- Ensure the School complies with its legal and statutory requirements
- Publish agendas, papers, minutes of meetings (except confidential matters), and attendance information of the LSB and its committees in line with the Trust's arrangements.

Review and report to the Board on the effectiveness of the composition, membership, and Terms of Reference of the LSB annually.

Ensure that new Local Governors undertake appropriate induction training signposted by the Trust. Ensure that Local Governors take up the Trust's Local Governor training programme to develop their skills and experience and improve the effectiveness of the LSB.

Membership

Names, biographies, appointment, and attendance details of Local governors which is updated annually at the end of each academic year and published on the School's website.

New/replacement Local Governors will be appointed/elected by the Local School Board of Directors and PCC/DBE where foundation governors are appointed. The LSB appoints the Chair annually and this is subject to approval by the Board of Trustees . The LSB appoints the Vice-Chair and Chairs of committees annually.

Terms of Office

Four years.

The Headteacher holds office ex-officio as long as they are in post. Local Governors can be re-elected or re-appointed. DBE governors, in normal circumstances are not expected to serve more than two consecutive terms.

Organisation

Terms of reference, constitution, and membership to be reviewed annually by the Board of Directors.

Quorum

More than a third of Local School Governors eligible to vote, with the Headteacher and/or staff governors in the minority. The Chair has a casting vote.

Delegation

The Headteacher has delegated powers and duties in respect of the overall leadership, management, and achievement of the school and responsibility for ensuring the implementation of agreed policy.

1.2 Finance, Audit and Risk Committee

Purpose

To provide the LSB with assurances of compliance with Trust, DfE, ESFA and in respect of any other applicable statutory requirements.

The Finance, Audit and Risk Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the LSB. It is authorised to request any

information it requires from any school employee, external or internal audit or other assurance provider.

Terms of Reference

Overview

Ensure the School complies with all matters of regularity, propriety and value for money in its use of public funds and any other monies and develops and implements effective financial controls, policies and procedures.

Ensure all funds received are used for their intended purposes.

Ensure the development of a school business continuity plan.

Have processes in place to ensure the escalation of identified financial risks to the LSB and Trust.

Ensure the School develops, in line with the Trusts processes, effective and efficient systems and procedures for financial planning, internal controls, financial monitoring and management, propriety, audit, and for observance and compliance with all financial regulations, ESFA guidance, and the Academy Trust Handbook. This includes the requirement to seek prior approval from the Trust in certain circumstances, including, but not limited to, novel, contentious and repercussive transactions; special/compensation payments; write offs; acquisition and disposal of fixed assets, leases, borrowing and related party transactions. Full details of the areas included in this requirement are in the Trust's Finance Policy.

To provide the LSB with assurances over the suitability of, and compliance with, the Trust's and school's operational systems, processes and controls.

Ensure the school complies with all regulations relating to its buildings and sites and health and safety.

Provide the Trust with copies of meeting minutes (via GovernorHub)

Controls, Audit, and Value for Money

Work with and support the Trust's external auditor.

Act upon recommendations made by the external auditor and agreed by the Trust.

Work with and support the Trusts internal audit processes; consider recommendations raised by the internal audit process and act accordingly.

Financial Planning, Controls, Monitoring and Management

Adhere to the Trust's scheme of financial delegation and financial authority. Report to the LSB and Trust on its effectiveness and recommend any proposals for change.

Adhere to the Trust's policies and procedures, To include:

- Accounting practices
- Asset management
- Income
- Procurement - purchase of goods and services
- Authorising payroll and pension decisions
- Managing conflicts of interest
- Maintaining a register of, and publishing Local Governors, and senior staff's financial and other interests.

- Gifts and hospitality policy
- Employee and Local Governor expenses policies
- Lettings and fees policy (including pre-school, out-of-school club provision, and community use of facilities)
- Staff severance and compensation payments procedures (with HR advice and guidance)
- Charging and remissions

Develop for approval by the LSB and ratification by the Trust, a (minimum) three-year financial plan. Once approved, monitor and report on its implementation.

Receive and consider information about the financial performance of the School at the scheduled meetings. Monitor budgets and significant virements at least termly. Report this to the LSB at least termly.

Monitor pupil admission numbers. Bring issues for organisational change (i.e. changes in the number, age range, size and location of schools) to the notice of the LSB and Trustees.

Procurement

Ensure that the school adheres to the Trust's overall approach to, and policies and procedures for, the procurement of goods and services for the School.

Ensure compliance with the Trust's Scheme of Financial Delegation and authority for all procurement activities; ensure all staff engaged in procurement have the appropriate skills and training to effectively procure and manage contracts for goods and services. Establish effective arrangements for monitoring procurement arrangements and compliance with the policy and procedures.

Ensure that any contracts for services provided by a Governor, or persons/bodies related to the Governor, are properly procured and represent value for money. Ensure that any fees and consultancy rates included within any such contracts are provided with no element of profit, are reasonable, represent value for money and are good use of public funds.

Ensure that an up-to-date list of contracts and assets and an inventory of all furniture, equipment, machinery, vehicles and plant of the School is established and maintained.

Risk Management and Business Continuity

Establish arrangements for:

- Conducting a comprehensive assessment of present and future financial risk, approving elements of the school's risk register and risk mitigation plan; reporting termly on risk to the LSB in line with Trust recommendations for the Risk Register.
- Developing, for the LSB approval, a contingency and business continuity plan. Once approved keep under review and update frequently
- Conducting a comprehensive assessment of present and future risk, approving operational and compliance elements of the school's risk register and risk mitigation plan; reporting termly on risk to the Board
- Once established, maintain the risk register based on comprehensive assessment of present and future strategic, operational and compliance risks. Have processes in place to ensure the escalation of identified risks.

Membership

Members of the Finance, Audit and Risk Committee will be appointed by the LSB and shall be made up of at least three Governors. Additionally, persons who are not Governors, with

specialist skills and experience, may be appointed by the LSB to the Committee provided that Governors are in the majority.

Terms of Office

Governors and co-opted persons – four years.

Governors/co-opted persons who are not Governors can be re-appointed.

Organisation

Chair appointed annually by the LSB. Terms of reference, constitution and membership to be reviewed annually. The Chair has a casting vote. To meet in accordance with the Trust's schedule of meetings published annually.

Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

1.3 Quality of Education Committee

Purpose

Maintain a consistent focus on checking the adequacy of the school's safeguarding and child protection measures including the Prevent duty.

Maintain a consistent focus on checking the effectiveness of the school's development/improvement plan.

In line with the Trust's arrangements: monitor, evaluate, and report to the LSB on the implementation and impact of the school's curriculum and the quality of teaching and learning as well as targets and pupil attainment and achievement.

Recognise and celebrate achievement.

Monitor, evaluate, and report to the LSB on:

- the implementation and impact of the School's behaviour and welfare policies and plans on pupil progress, achievement, standards, attendance, classroom management, pupil welfare and reward policies. Monitor procedures and home/school agreements and check that pupils feel safe and secure in the school
- the appropriateness of the Trust's admissions policy and procedures
- complaints
- the effectiveness of the School's marketing, communications and partnership working practices

In line with the Trust's arrangements monitor, evaluate, and report to the LSB on the implementation and impact of the Trust's human resources policies and plans on the attainment, achievement, and standards of pupils, and on the recruitment, retention, development and wellbeing of staff.

Terms of Reference

Educational Standards – Safeguarding & Welfare

Review and recommend for approval to the LSB the School's child protection, safeguarding and attendance policies and procedures.

Ensure the school's policies and procedures including those for

- managing staff discipline, conduct and grievance and
- dealing with allegations of abuse against staff,
- maintenance and accuracy of the Single Central Record (SCR) for recruitment and vetting checks is in place

are monitored and reported to the LSB on their suitability and impact.

Ensure the school's guidelines and best practice are followed in all recruitment procedures particularly those relating to the safeguarding of children.

Educational Standards – Quality of Education

Recommend to the LSB, for approval by the Board of Trustees, targets for educational attainment and standards. Monitor and report to the LSB on the achievement of targets and pupil progress.

Review and recommend to the LSB for approval the school's curriculum policy and development/improvement plan.

Ensure that the school complies with all regulations relating to its Website content and policies arrangements.

To provide the LSB with assurances of compliance with DfE, Trust and any other applicable statutory requirements.

Ensure the sufficiency and adequacy of data and information relating to standards and attainment. Monitor, evaluate and report progress to the LSB on:

- The effectiveness of the school's curriculum, quality of teaching and learning and their impact on pupil progress and outcomes
- The school's compliance with statutory requirements relating to the curriculum, including RE/collective worship, SEND, sex and relationship education and Early Years Foundation Stage (EYFS), as appropriate, and for looked after children (LAC)
- The effectiveness of policies and provision for pupils with SEND and other needs and the impact of targeted funding e.g. pupil premium on pupil progress and attainment

Educational Standards – Behaviour and Attitudes

Once policies, procedures, plans are approved or adopted by the LSB monitor, evaluate and report to the LSB on:

- The impact of the School's behaviour, classroom management, pupil welfare and reward policies and procedures and home/school agreements (where used) on behaviour: check pupils feel safe and secure in the school

Educational Standards – Personal Development

Monitor and Review the school's approach to

- Pupils' Personalised development including the provision of a curriculum which extends beyond the academic; providing for learners' broader development, enabling them to develop and discover their interests and talents
- Development of pupils' character and cultural development.

Educational Standards – Leadership and Management

Review and recommend to the LSB for approval the school's development/improvement plan.

Monitor, evaluate and report progress to the LSB on:

- The effectiveness of the school's leadership and management.
- The resources required to deliver the curriculum and extracurricular activities and secure school improvement.
- Assess the impact of school improvement services and support, and the professional development of staff (CPD)
- Ensure the school implements the Trust's complaints policy and procedures.
- How well the school responds to the needs of parents and the community
- The nature of complaints
- Preparedness for Ofsted inspections

Staffing – Appraisals Performance Management

Ensure the school's human resources related policies and procedures are in place: monitor and report to the LSB on their suitability and impact.

Establish and annually review the staffing structure and establishment in line with the school's development plan and budget, including out-of-school-club provision, for approval by the LSB.

Review the pay of all staff, except the Headteacher, annually in line with the Trust's pay policy and make recommendations to the performance and remuneration committee: once agreed, ensure changes are enacted.

Admissions

Monitor the impact of the School's PAN, and the Trust's admissions policy.

Marketing and Communications and Partnerships

In line with the Trusts' procedures ensure all required information about the School is made available on the School's website and additionally as required.

Once policies, procedures, plans are approved/adopted monitor, evaluate and report to the LSB on:

- The effectiveness of arrangements for marketing and communications and the publication of information
- The views of parents and pupils about the ethos and quality of provision in the school and take action to address issues raised and make proposals for improvements
- The effectiveness of partnership working and sharing of best practice with other schools in the Trust, other local schools/academies, the Diocese, and other agencies

Membership

A minimum of three Local Governors. The LSB appoints the chair of the committee annually.

Terms of Office

Four years. Local Governors can be re-elected or re-appointed.

Organisation

Terms of reference, constitution, and membership to be reviewed annually by the Board.

To meet as prescribed in the Trust meetings schedule. The Chair has a casting vote. The Headteacher, CEO and Trust Officers, have the right to attend all standing committees

Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

1.4 Christian Distinctiveness Committee

Purpose

Maintain a consistent focus on checking the individual school's theologically rooted Christian vision and context driven Christian values ensuring they are the foundation of everything that the school does.

Terms of Reference

Overview

To purpose of the committee through working with the school is to:

- articulate the school's theologically rooted Christian vision and Christian values with confidence and passion and recent, relevant, practical illustration
- to support the development and implementation of the Christian vision and values across school
- be able to explain how the school's vision is rooted in biblical teaching, giving it coherence, relevance and sustainability
- confirm that a robust and continuous self-evaluation process is in place that involves the school community in evaluating its effectiveness as a church school (impact of vision, Collective Worship, Religious Education, Courageous Advocacy and Spirituality)
- support the school's link with the local church and parish

The committee will Monitor, evaluate, and report to the LSB on:

- how the school is maintaining its Christian foundation by ensuring that the school is engaged with the Diocese of Worcester's Education Team
- its understanding of the SIAMS inspection Framework (September 2023) and how the school has developed as a church school since its previous SIAMS inspection
- the schools specific priorities linked directly to being a church school and work alongside school senior leaders to be a critical friend – providing support and challenge
- meetings with leaders responsible for Collective Worship, Religious Education and Spirituality
- the impact of the work towards church school priorities identified and areas of development outlined in the most recent SIAMS inspection report
- its liaison with parents/carers, providing feedback on their Christian distinctiveness
- SIAMS inspections and provide feedback from annual diocesan Keeping in Touch Meetings

To provide the LSB with assurances of compliance with DfE, Trust and any other applicable statutory requirements.

Ensure the sufficiency and adequacy of data and information relating to standards and attainment. Monitor, evaluate and report progress to the LSB on:

- The school's compliance with statutory requirements relating to the curriculum, including Religious Education agreed syllabus and Collective Worship

Membership

A minimum of three Local Governors, to include at least one foundation governor and the Ex-Officio Clergy member or Bishop's Representative. The LSB appoints the chair of the committee annually.

Terms of Office

Four years. Local Governors can be re-elected or re-appointed. The Ex-Officio Clergy remains in post.

Organisation

Terms of reference, constitution, and membership to be reviewed annually by the Board.

To meet as prescribed in the Trust meetings schedule. The Chair has a casting vote. The Headteacher, CEO and Trust Officers, have the right to attend all standing committees.

Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

1.5 Performance and Remuneration Ad Hoc Committee

Purpose

To ratify the school's annual performance and pay review, in line with the Trust's procedures, of the school's teachers.

Terms of Reference

To review, in the autumn term annually, the performance, as reported by the Headteacher, of the school's teachers.

To review the Headteacher's recommendations for teacher's pay awards, in line with the Trust's Pay Policy, following their performance reviews.

To report the action taken to the LSB.

Membership

- Chair of Governors
- Chair of the Quality of Education Committee
- Headteacher

Terms of Office

Appointed Annually

Organisation

Chair appointed annually by the LSB usually at the end of the summer term/ beginning of the autumn term. The Chair has a casting vote.

Terms of reference, constitution and membership to be reviewed annually by the Trustees.

Quorum

Three.

1.6 Hearings and Appeals Ad Hoc Committee

Purpose

To form first and appeal committees for relevant staffing, exclusions, and complaints matters

Terms of Reference

In line with the Trust's human resources policies for school-based staff, pupil behaviour policies and the Trust's complaints policy to:

- Make any decisions under the Trust's personnel procedures e.g. staff appointments, disciplinary, grievance, capability and redundancy hearings and appeals, relating to any member of staff other than the Headteacher (unless delegated to the Headteacher)
- Make any decisions relating to fixed term exclusions and to the confirmation, review and/or reconsideration (in cases where the independent review panel makes this judgement) of the permanent exclusion of a pupil.
- Make any decisions regarding complaints which are referred to the LSB.

Membership

The LSB shall, each year in good time for the start of the academic year, identify Local Governors who are eligible for appointment to hearings and appeals panels. The Clerk appointed by the LSB will arrange for at least three Local Governors from this group to form each panel. Should the need arise including for instance, but not limited to, conflicts of interest or knowledge of the matter, Trustees or Governors of other Trust schools may be sit on the committee. No person may sit on both panels dealing with the same matter.

Terms of Office

Appointed annually

Organisation

Each panel shall appoint one of their number as Chair. One vote per Local Governor or Trustee. The Chair has a casting vote. Terms of reference, membership, and constitution to be reviewed annually by the Trustees.

Quorum

Three governors, with the Headteacher and/or staff governors in the minority.