

OXFORD DIOCESAN BUCKS SCHOOLS TRUST

“Empowering our unique schools to excel”

Scheme of Delegation

Terms of Reference and Matrix of Delegated Authorities



Table of Contents

Overview	2
Vision and Values	3
Introduction	5
Overview of Delegation	6
Terms of Reference Executive Committee	11
Terms of Reference Academy Effectiveness Committee	13
Terms of Reference Finance, Resources, Audit, Pay and Personnel Committee.....	17

Overview

Our Trust's purpose is clear: for our pupils to achieve all that they possibly can and, in doing so, that they and their families experience the best quality of education and care. The Trust seeks to empower our unique schools to excel. This is delivered through a high level of accountability devolved to each Local Governing Body (LGB), which is supported by a "School to School" improvement model, facilitated by a core team of experienced professionals (i.e. ex-head teachers, lead inspectors) at the centre of the organisation, in partnership with the Oxford Diocesan Board of Education.

Our unique schools are highly autonomous and are committed to focus on excellence in education, ensuring they offer a broad and balanced curriculum. They are committed to being central to their community, and to working collaboratively with other schools in the Trust. Our learners and their families are also at the centre of all we do; empowered to learn and achieve; valued within our school as resilient, active and responsible citizens; served so that they develop and thrive (intellectually, socially, culturally and spiritually); aspire to educational excellence and reach their fullest potential.

Our Trust strives to enable strong and effective local leadership that is supported and challenged to recruit, train and retain quality staff; be passionate about being the best that they can be; provide opportunities for enriched learning and pathways for all pupils, and work with governors to make decisions at a local level. Our Trustees relentlessly focus on improvement. Trustees are tasked to embody our values in their contacts with our schools; to celebrate success and agree to build partnerships to develop the schools we serve.

VISION AND VALUES

“EMPOWERING OUR UNIQUE SCHOOLS TO EXCEL”



Each of our schools has a unique character of its own and we will work to ensure that this vision embraces all our pupils and adults, regardless of background and belief. We empower our schools to deliver a broad, enriched and exciting curriculum, coupled with a shared zest for life and learning.

We have identified 4 core values: **Inclusivity, Community, Service, Empowerment** that resonate with what we believe the ODBST Learner and Leader should follow. They reflect the values that are central to our schools and the diocese. Through our values, we aim for excellence for everyone in our Trust. Building on the uniqueness of our pupils, families and school communities, we strive to enable everyone to develop and thrive intellectually, socially, culturally and spiritually.

We aspire for every pupil and adult to ‘experience life in all its fullness’ ([John 10:10](#))



At ODBST this means that everyone is accepted and supported, regardless of faith or culture. **We will strive for everyone to be given every opportunity to reach their potential.** We believe everyone is unique and everyone matters.

Many pupils and staff in our schools will come from diverse home backgrounds and our pupils will be at different stages of their own academic and spiritual journey during their

time in school. All pupils will receive support, guidance and challenge so that they are motivated, ambitious and courageous individuals who seek to be the best they can be. We embody the experience of an inclusive community, where we share our gifts, where the emphasis is on what we can contribute, rather than on what we might receive and where we give to each according to need.

“Our differences are our strength as a species and as a world community” Nelson Mandela



At ODBST we work in unison with all our families. **Together we learn, love, achieve and flourish.** Within our family of schools, each individual is encouraged to discover and grow their talents to their fullest potential. We believe by encouraging, inspiring and building each other up we secure the best outcomes for every member of our community. We believe quality relationships and partnerships are a central element of interdependence: all are needed and valued and each person is important. We will work together to support each other so that everyone can make a contribution and everyone feels included. We encourage everyone to have a sense of pride in their community and the wider world.

“The minute we become an integrated whole, we look through the same eyes and we see a whole different world together” Azizah Al-Hibri



We encourage everyone to look after themselves and others around them. **We encourage children in our schools to seek the common good in all that they do through acts of kindness.** ODBST believes that our gifts and talents are to be used in ways that will improve the lives of themselves and others. We help children to develop skills that will allow them to

participate fully and contribute positively to the social and cultural life of modern Britain, maximising opportunities for our children to serve their school and local community. We create a culture where serving one another and the wider community is celebrated and seen as an important mark of character development. We regularly invite visitors to our schools who are making a difference to society through their service and courageous advocacy, to inform and inspire us and to present positive role models with ethical and moral integrity for us to follow.

“The best way to find yourself is to lose yourself in the service of others” Mahatma Gandhi



At ODBST we will encourage everyone to trust in their own capabilities and to recognise their potential. We want to challenge ourselves to be the best we can be – even when this becomes hard. We will do this by leading by example, supporting and guiding one another, celebrating accomplishments, providing opportunities for all, developing confidence, resilience and perseverance in both our children and our adults. We will encourage curiosity with a mindset of continuous improvement and personal growth. **We want our pupils to be able to say, ‘I am special because..... and I am learning to excel at.....’**

“There is no gate, no lock, no bolt that you can set upon the freedom of my mind” Virginia Woolf

Our ODBST values in action

Our inclusivity value will be seen in action when our differences become our strength and achievement.

Our community value will be seen in action when pupils and adults are learning, loving, achieving and flourishing together.

Our service value will be seen in action when pupils are seeking the common good in all that they do.

Our empowerment value will be seen in action when our pupils are able to say, ‘I am special because..... and I am learning to excel at.....’

INTRODUCTION

The Oxford Diocesan Bucks Schools Trust (ODBST) is a new Diocesan Multi Academy Trust established in September 2017 to provide an option for any school across the Buckingham Episcopal area (which covers Buckinghamshire and Milton Keynes) seeking a MAT solution, this includes primary and secondary; VA, VC or community schools.

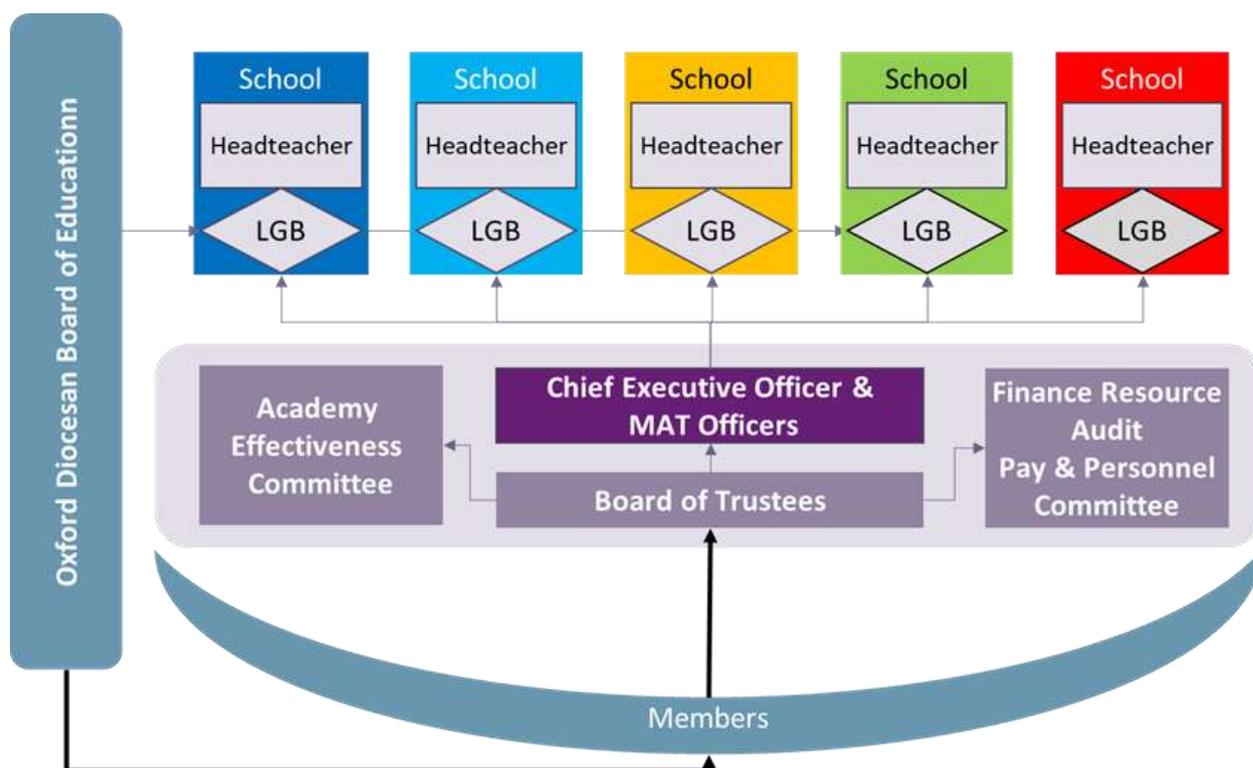
ODBST is a charitable company. No one can make any money from the company. The company is limited by guarantee. It does not pay dividends and makes no profit. The company is linked to the Diocese of Oxford through the appointment of its Members, who are all volunteers, acting as the ‘owners’ of the company. More details can be found in our articles of association on the company website [Oxford Diocesan Bucks Schools Trust - Key MAT information \(odbst.org.uk\)](http://odbst.org.uk)

The Trust is regulated by the Department for Education (DfE) which has delegated oversight responsibility for the performance of every academy trust in England to Regional Schools Commissioners (RSC) and the Education and Skills Funding Agency (ESFA). The Trust’s Chief Executive Officer (CEO) and Chair of Trustees are invited to an annual Trust Review meeting with a representative of the RSC SW Office. The Trust contracts with the ESFA to receive funding via Funding Agreements [Oxford Diocesan Bucks Schools Trust - Key MAT information \(odbst.org.uk\)](http://odbst.org.uk). The Funding Agreements stipulate several regulatory requirements including compliance with the Academies Financial Handbook.

The Oxford Diocesan Bucks Schools Trust is committed to providing services which build upon transparency, sharpen accountability and drive improvement. We operate a simple, efficient organisation and seek wherever possible to measure value-for-money in terms of impact on learner outcomes. We provide a comprehensive range of services dedicated to releasing our headteachers to focus on leading learning in their schools, governors to operate in an effective & strong framework for growth and our staff to achieve effectiveness in their work with children and young people.

ODBST schools operate with a high level of accountability devolved to each Local Governing Body (LGB), which is supported by a “School to School” improvement model, facilitated by a core team of experienced professionals (i.e. ex-head teachers, lead HMI) at the centre of the organisation, in partnership with the Oxford Diocesan Board of Education (ODBE).

OVERVIEW OF DELEGATION



Introduction

The Scheme of Delegation sets out the delegated powers between the different bodies involved in the governance and operation of the Oxford Diocesan Schools Trust (ODBST) and its member schools

The bodies include:

1. Trust Members
2. Trust Board of Directors
3. Trust Finance, Resources and Personnel Committee (FRAPP)
4. Academy Effectiveness Committee (AEC)
5. CEO
6. Local Governing Body
7. Headteachers of individual schools

The delegated powers are broken down into different levels in line with the MAT's principles of governance, leadership and operation. The delegated autonomy for individual schools is aligned with the need for the MAT to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education Funding Agency, Charities Commission, HMRC and Companies House.

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

- Approve (A)
- Recommend (R)
- Propose (P)
- Monitor & Report (M)
- Consulted (C)
- Implement (I)

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body. While the Scheme is designed to be comprehensive it will not cover every task

MAT & School Policies

A key task for the MAT Board is to develop a policy matrix identifying the range of statutory, regulatory and necessary policies and whether they are Trust or School policies. The Scheme of Delegation will set out the responsibility for approval and monitoring of these policies. The *Notes* column is used to identify key Trust policies.

	Task Key: Approve (A), Recommend (R) Propose (P), Develop (D), Monitor & Report (M), Consulted (C), Implement (I)	Notes	Board	FRA	AEC	CEO	LGB	Headteacher
1	Governance							
1.1.	Approve Trust Articles of Association	Members only	R					
1.2.	Approve Trust Board Terms of Reference		A			R		
1.3.	Appoint Trustees	Members only	R					
1.4.	Approve Trust Scheme of Delegation(s)	Two versions based on autonomy	A			R		
1.5.	Approve school status of autonomy (categorisation)		A			R		
1.6.	Approve new convertor or sponsored schools joining MAT	Subject to criteria and due diligence	A			R	C	
1.7.	Establish MAT Committees		A	R	R	R	C	
1.8.	Approve MAT Committee Terms of Reference		A	R	R	R		

1.9.	Approve Local Governing Body (LGB) Terms of Reference	Subject to school status of autonomy	A			R	P	C
1.10	Establish LGB sub-committees						A	R
1.11	Appoint Chair of Trust Board		A					
1.12	Appoint Chair and Vice Chair of LGB						A	
1.13	Remove Chair or Vice Chair of LGB	In exceptional circumstances	A			R	I	
1.14	Appoint Trust Governors to LGB		A			R	C	
1.15	Remove Governors from LGB	In exceptional circumstances	A			R	C	
1.16	Appoint (and remove) Chair(s) of Trust Committees		A					
1.17	Appoint (and remove) Trust Committee members		A					
1.18	Appoint (and remove) Clerk to Trust Board		A			R		
1.19	Appoint (and remove) Clerk to LGB		A			R	C	
1.20	Appoint Accounting Officer		A			R		
1.21	Trust Policy Matrix		A			R		
1.22	Trust Governance Calendar		A			R		
1.23	Approve Directors Expenses Policy	Trust Policy	A					
1.24	Appoint a Company Secretary or allocate responsibilities	Company Secretary not mandatory	A			R		
	Task Key: Approve (A), Recommend (R) Propose (P), Develop (D), Monitor & Report (M), Consulted (C), Implement (I)	Notes	Board	FRAP	AEC	CEO	LGB	Headteacher
2.	Trust & School Planning & Performance							
2.1.	Trust Strategic Plan	Inc. vision, values and goals	A					
2.2.	Trust 1 Year Development Plan		A					
2.3.	School Performance Targets		A		R	P		C
2.4.	School Performance Reviews & Reports				A	M	C	C
2.5.	School Strategic Plan				A	M	R	C
3.	Staff Policies and Pay							
3.1.	HR, Employment & Staff related policies	Trust Policies: See policy matrix	A	R		P	C	
3.2.	Employee Terms & Condition changes		A	R		P	C	
3.3.	Employee T&Cs for new schools		A	R		P	C	
3.4.	Teachers' Annual Pay Award	Trust Policy	A	R		P	C	
3.5.	Support Staff Annual Pay Award	Trust Policy	A	R		P	C	
3.6.	CEO Performance Review & Pay	Trustee sub-group	A	R				
3.7.	Headteacher Performance Review & Pay	Trust/LGB sub-group	A		M	M	P	
3.8.	Individual Performance Pay Awards	As per Trust policy		A		R	C	P

4.	Staff Management							
4.1.	CEO appointment		A					
4.2.	Trust staff structure & complement		A	R		P		
4.3.	Trust staff appointments		A	M		R		
4.4.	School staff structure & complement	Within School 1 Year Plan	A				R	
4.5.	Headteacher appointment	Trust/LGB panel	A				R	
4.6.	Senior leadership appointments			A		M	A/C	R
4.7.	Teaching and support staff appointments			C/M		M	A	R
4.8.	Suspension of CEO		A					
4.9.	Return of CEO after suspension		A					
4.10	Dismissal of CEO		A					
4.11	Suspension of Headteacher	As per policy	A	M		R	A	
4.12	Return of Headteacher after suspension		A	M		R	C	
4.13	Dismissal of Headteacher		A	M		R	C	
4.14	Suspension of teaching and support staff			M		M	A	R
5.	Financial Governance & Management							
5.1.	Trust & School Financial Regulations	Trust Policy	A	R		M	I	I
5.2.	Trust & School Financial Procedures	Trust Policy	A	R		M	I	I
5.3.	Appoint Trust auditors		A	R				
5.4.	Trust 3 year Budget Plan		A	R,M		D,I,M	D,I,M	D,I,M
5.5.	Trust 1 year Budget		A	R,M		D,I,M	D,I,M	D,I,M
5.6.	Trust Central Charges to schools		A	R		R,I		
5.7.	Trust Budget Reports		A	R,M		D,I,M	D,I,M	D,I,M
5.8.	Trust Interim Year End Accounts		A	R,M		D,I,M	D,I,M	D,I,M
	Task Key: Approve (A), Recommend (R) Propose (P), Develop (D), Monitor & Report (M), Consulted (C), Implement (I)	Notes	Board	FRAP	AEC	CEO	LGB	Headteacher
5.9.	Trust Annual Accounts		A	R				
5.10	Trustees Report		A	R				
5.11	Trust Accounts Return to EFA		A	R				
5.12	Response to Auditor's Management Letter		A	R				
5.13	School 1 year Budget		A	R		M	I	I
5.14	School Budget Reports					M	A	I
5.15	School Interim Year End Accounts					M	A	I
6.	Financial Authorisation – see Finance Manual for detail of limits							
6.1.	Expenditure or contracts up to Lower Limit	Limits as per Finance Manual	A	R,P		P,I	I	I
6.2.	Expenditure or contracts from Lower Limit to Upper Limit	Limits as per Finance Manual	A	R,P		P,I	I	I
6.3.	Expenditure or contracts from Upper Limit to OJEU limit	Limits as per Finance Manual	A	R,P		P,I	I	I
6.4.	Expenditure over OJEU limit	Per "Find a Tender" process	R					

6.5.	Compensation payments up to £50k		A					
7.	School Policies & Procedures							
7.1.	School times, terms and holidays	See 2.14	A		A/P	M	P	
7.2.	Change of School Age Range		A		P	M	C	I
7.3.	Expansion of School PAN		A	R	R	M	C	I
7.4.	Extension of School provision		A	R	R	M	C	P
7.5.	Extended services on-site		A	R	R	P	I	I
7.6.	Child Protection & Safeguarding Policy	Trust Policy	M		A	R	I	I
7.7.	School Statutory Policies	See policy matrix	A	R	R	P	I	I
7.8.	School non-Statutory Policies	See policy matrix	A	R	R		I	I
7.9.	Short-term Exclusion					M	M	A
7.10.	Return after short-term exclusion					C	M	A
7.11.	Permanent Exclusions					C	M	A
7.12.	Appeals against Permanent Exclusion	Independent Review Panels			M	M	A	C
7.13.	Complaints Policy	Trust policy	A		R	P/M	I	I
7.14.	Complaints Appeals	Independent Panel managed by DBE	M		M		A	C
7.15.	Admissions Policy	School Policy	A		A	R/M	A	P
7.16.	Admissions allocation of places	As per Admissions policy	Co-ordinated admissions					
7.17.	Admissions Appeals	Independent Panel			A	M	A	M
7.18.	School prospectus	Refers to school's branding and image guidelines			C	C	A	P
7.19.	School website	Refers to school's branding and image guidelines		C		C	A	P
	Task Key: Approve (A), Recommend (R) Propose (P), Develop (D), Monitor & Report (M), Consulted (C), Implement (I)	Notes	Board	FRAP	AEC	CEO	LGB	Headteacher
7.20.	School logo & branding	Refers to overall branding and image guidelines			C	C	A	P
7.21.	School uniform	Refers to school's branding and image guidelines					A	P
8.	Premises & Assets							
8.1.	Asset Management Policy	Trust Policy	A	R		P	M	I
8.2.	Asset Management Plan		A	R		P	M	I

Terms of Reference – Executive Committee

Purposes of the committee

The over-arching purpose of the ODBST board and (by delegation) of all its committees, is to deliver the vision of the ODBST Trust (the trust): the belief in educational excellence. The trust aims to serve our pupils, staff, parents and their local community by providing academies with the highest levels of academic rigour and pastoral care. Through this purpose, the board/ committee(s) will enable ODBST's academies to be places where children and young people develop and thrive intellectually, socially, culturally and spiritually

The specific purpose of this Committee is to enable Trustees to respond to events and matters that have a strategic impact on the wider work of the Board outside the normal routine of Board and committee meetings. In doing so, the Committee may determine and make recommendations on any matters before them as prescribed in these terms of reference. It is not authorised to and may not exercise powers reserved to the Board of Trustees of the Company in schemes of delegation. On such matters, the Board of Trustees remains the final arbiter.

Membership

Membership and terms of reference will be reviewed annually by the board (see below).

- The committee shall consist of the Chair and Vice Chair of the Board and Chairs of its Committees (Finance, Resources, Audit, Pay & Personnel, Academy Effectiveness, Nominations)
- The committee may have such co-opted non-voting members as the board shall appoint. The committee may make recommendations for these appointments.
- The number of Trustees must exceed the number of co-opted members on the committee.

The committee will be served by the CEO and other Trust officers as appropriate.

Quorum

The quorum shall be three Trustees. (It is the responsibility of officers to alert the clerk in the event of known non-attendance of meeting).

Chair

The chair of the committee shall be the Chair of the Board, ex officio.

Meetings

The committee will meet at times as the need arises, as directed by the Board Chair. The Committee shall be chaired by the elected Chairman of the Board, who will be responsible for ensuring that agendas are produced, minutes of the meeting are taken and a report presented to the subsequent Board of Trustees meeting.

Terms of Reference

The Executive Committee's terms of reference are to consider, oversee, determine or make any recommendations to the full Board and subject to the Board's reserved powers to exercise all functions in respect of the following areas:

1. Strategy: developing organisational strategy and performance objectives, including the Annual Trust Development Plan.
2. Reputation: : giving consideration to issues that may impact on the reputation of ODBST, its staff and the wider school community including considering ODBST's communications strategy.
3. Matters relating to the Board: including preparing for and reviewing the effectiveness of board meetings, the impact of key objectives and cross cutting themes from committees.
4. To support the Board in the periodic development of a new Strategic Plan, drawing on the advice and insight of external experts as appropriate.
5. To respond to events and reports that have a strategic impact on the wider work of the Board.

Powers of the Committee

The committee has powers to make recommendations to the full Board but it may not exercise full delegated decision making powers for reserved matters in particular respects; for instance, decisions involving additional expenditure in excess of funds delegated to it, which should be referred to the full Board of Trustees. No vote on any matter may be taken unless a quorum is present. The Chair has a casting vote.

Recording and Reporting of meeting

A clerk is to be appointed to the committee, who will produce minutes of all meetings to be circulated before the full ODBST Trustees' meeting following the committee meeting.

Review Terms of Reference and Membership

This will be undertaken annually, by the board.

Terms of Reference – Academy Effectiveness Committee

Purpose of the Committee

The specific purposes of this committee are:

With respect to Academy Improvement

To ensure Christian distinctiveness is upheld and permeates all aspects of school improvement.

With respect to Curriculum and Ethos

To ensure that the distinctive Christian values of ODBST are upheld and supported in its academies and evaluation, particularly through SIAMS.

To advise ODBST on establishing, maintaining and developing a high quality of network and partnership monitoring leading to improved high-quality communication between the Trust, its academies, their local parishes and deaneries, and the wider community.

1. To monitor the spiritual and pastoral care of all members of our academy communities, ensuring that leaders are supported and trained.
2. To ensure that appropriate provision of Chaplaincy is available for every academy.
3. To monitor curriculum advice and guidance.

Membership

Membership and terms of reference will be reviewed annually by the board (see below).

The Committee shall consist of between 3 and 8 Trustees agreed by the Board. The Committee may have such co-opted non-voting members as the Board shall appoint. The Committee may make recommendations for these appointments.

The number of Trustees must exceed the number of co-opted members on the Committee.

The Committee will be served by the Chief Executive Officer and other Trust Officers as appropriate.

Quorum

The quorum shall be three Trustees. (It is the responsibility of Trustees to alert the Clerk in the event of known non-attendance of meeting).

Chair

The Chair of the Committee shall be a Trustee of ODBST and shall be elected by the Committee's members for a two-year term of office. An outgoing Chair may stand for re-election.

The Chair shall be responsible for ensuring that agendas are produced, minutes of the meeting are taken and a report is presented to the subsequent Board meeting.

Meetings

The Committee will meet at least 3 times annually.

Terms of Reference

With respect to Academy Improvement

1. To ensure Christian distinctiveness is upheld and permeates all aspects of school improvement.
2. To ensure and review the regular evaluation of academies' attainment, pupil progress, attendance and general improvement via termly reports from the Headteachers/Academy Principals.
3. To ensure academy targets are appropriately set to maximise attainment and pupils' progress.
4. To evaluate the academies' performance through a range of measures including their own SEF, Ofsted and SIAMs reports, ensuring appropriate action is planned and taken, in order for the academy to meet agreed targets.
5. To ensure that all reasonable measures are taken to ensure that pupils' SEND requirements are being met, through annual SEND reviews, and including the effective deployment of Pupil Premium Grant.
6. To ensure that an appropriate, high- quality Academy Development Plan is written and in place and implemented and regularly monitored and reviewed at Local Governing Body (LGB) level.
7. To support and encourage curriculum development, engaging with national guidance as appropriate.
8. To monitor the impact of any external partnerships commissioned by the Trust to support its academies (e.g. Oxford Brookes School of Education, Challenge Partners etc.)
9. To evaluate summative information on the performance of its academies comparing this to national benchmark figures.
10. To ensure that school improvement resources are properly prioritized.
11. To ensure that the LGBs meet the requirements of the appropriate scheme of delegation (VA, VC or Community) and to have oversight of the appointment of LGB members.

With respect to Curriculum & Ethos

1. To monitor the effectiveness and impact of partnerships between key stakeholders.
2. To support and monitor academies' empowerment of children and young people particularly through pupil voice.
3. To monitor the effectiveness of academy to home communication, with a focus on how effectively the academy communicates its values to the parents and wider community, thereby ensuring quality communication through listening to parents in the community and responding to need.
4. To promote and develop and evaluate the effectiveness of links between academies and local parish churches.

5. To monitor the pastoral care and safeguarding of children in member academies, including how the academy meets the needs of all learners through its distinctive Christian character.
6. To ensure that all ODBST schools are compliant with statutory safeguarding requirements and strategies.
7. To support and develop the Spiritual, Moral, Social and Cultural aspects of member academies, including the provision and impact of collective worship.
8. To monitor personal development, behaviour and welfare outcomes for member academies.
9. To provide Sex and Relationships and Sex Education, and Equality and Diversity Policies for member academies, monitoring and reviewing their implementation.
10. To promote and develop links between member academies and other faith organisations.
11. To monitor and critically evaluate the vision and values of the trust, ensuring effective communication of them to academies and other stakeholders.
12. To work collaboratively with the Diocesan Board of Education to support the fulfilment of its core aims and statutory responsibility for church academies.

With respect to Other Matters

In exceptional circumstances, for example where the ODBST Calendar of Meetings indicates that there is no immediate meeting of the FRAPP Committee or the Full ODBST Board, policies that are normally the responsibility of these bodies may be considered, reviewed and approved by the AEC subject to the agreement of the appropriate FRAPP or Full Board Chair.

Taking Urgent Decisions

Clearly it is best that all decisions are taken collectively by the Board or its Committees. However, there may be circumstances where an urgent decision needs to be taken but it is not possible to convene a meeting of the Board or its Committees or hold a quorate meeting.

In most cases, urgent decisions will be possible through email agreement with the item being emailed to all members of the Board or Committee and the Clerk, and agreement or otherwise being emailed (reply all) so that all members can take part in the discussion and the outcome noted by the Clerk to the Board.

However, the Chair (or in the absence of the Chair, the Vice Chair) of the full Trust Board or any of its Committees has the authority to take urgent action on matters that are delegated to that Board or Committee between meetings, where the delay in exercising a function is likely to be seriously detrimental to:

- the interests of the Trust
- an academy
- pupils or parents/carers at an academy
- or employees of the Trust.

All such actions should be reported to the next meeting of the relevant Committee or Full Trust Board by the Chair or Clerk and noted in the minutes.

Powers of the Committee

The Committee shall have the power to require explanations, documents or analysis to be provided by any member of the Trust Board or employee of the Trust and to make recommendations to Officers and Committees, or Trust Board at its next meeting. In the event of those recommendations not being accepted by Officers or Committees, the matter must be referred for consideration by the next full Trust Board meeting.

The Committee has full delegated decision-making powers other than for decisions involving additional expenditure in excess of funds delegated to it, which should be referred to the Board.

No vote on any matter may be taken unless a quorum is present. The Chair has a casting vote.

Recording and reporting of meeting

A Clerk is appointed to the Committee, who will produce minutes of all meetings to be circulated with the agenda and papers of the next following full ODBST Trustees' meeting.

Circulation of agendas and papers

The Clerk is to work with the Chair and ODBST Trust Officers on the production of meeting agendas and papers, to be circulated in accordance with timeframe set out in the Articles of Association.

Calendar of meetings

The Clerk shall work with the Committee Chair, and the Chief Operating Officer, on the scheduling of a calendar of committee meetings which is sustainable with respect to the staffing capacity of the DBE.

Review of terms of reference and membership

The Committee terms of reference and membership are to be reviewed annually by the Board.

Terms of Reference – Finance, Resources, Audit, Pay & Personnel Committee

Purpose

The specific purposes of the Finance Resource Audit Pay and Personnel Committee are to monitor the work of the trust in terms of its financial control and property matters, and to make appropriate recommendations on audit, pay and personnel matters to the board of ODBST.

Membership

The Committee will comprise a minimum of three Trustees (including the Chair of the Committee) and up to three co-opted non-voting members appointed by the Board. The Committee may make recommendations for these appointments. The Chief Operating Officer will attend in an advisory capacity. The ODBST Finance Director will attend in an advisory capacity, as shall other Diocesan/Trust officers as appropriate.

Membership and terms of reference will be reviewed annually by the Board (see below).

Chair

The Chair of the Committee shall be a Trustee of ODBST and shall be elected by the Committee's members for a two-year term of office. An outgoing Chair may stand for re-election. The Chair shall be responsible for ensuring that agendas are produced, minutes of the meeting are taken and a report is presented to the subsequent board meeting.

Quorum

The quorum shall be three Trustees. (It is the responsibility of Trustees to alert the Clerk in the event of known non-attendance of meeting).

Meetings

The Committee will meet as necessary and at least three times per year.

Terms of Reference

Finance

1. To recommend to the Board a Financial Manual of guidance incorporating all the finance policies and Schemes of Delegation which will apply to the Trust and all Academies within it.
2. To review the Financial Manual annually, responding as appropriate to any recommendations from Internal or External Auditors, and to recommend it annually for review by the Board and thence for approval by the Board.
3. To consider, as part of the conditions for joining the Trust, a financial due diligence report (to include a plan for the Financial Management and Governance Self-assessment, FMGS, schedule) from the Finance Director giving an assessment of the budget position and financial management, of each proposed new Trust member.
4. To recommend to the Board annual budgets and three-year financial plans proposed by Headteachers and LGBs of member schools.

5. To recommend to the Board the ODBST central budget and five-year financial plan, proposed by the Finance Director.
6. To recommend to the Board the composite ODBST annual budget and three-year financial plans, for submission by the Finance Director to the ESFA.
7. To recommend to the Board the financial projections which underpin the Trust's Strategic Plan.
8. To consider reports and funding proposals from the trust's Academy Effectiveness Committee and from the Chief Executive and/or any other committee or working party of the Academy Trust.
9. To consider and explore all means of external finance available to the Trust.
10. To consider expenditure at levels which exceed the Finance Director's delegated level of authority, and to authorize to the delegated limits of the Committee or recommend to the Board (See Annex A of the Internal Financial Procedures Manual and the School's Scheme of Delegation).
11. To consider regular budget monitoring reports, including monthly monitoring reports as required by the ESFA, and periodic strategic financial projections prepared by the Finance Director, and to submit reports to the Board on the budget position, together with any proposed corrective action to address significant variances between expenditure and budget.
12. To review, where it is available, financial benchmarking to compare expenditure with similar schools/academies., and to advise the Board where appropriate.
13. To recommend to the Board all regulatory financial documentation required by the funding agencies or other government agencies.
14. To determine the Trust schools' admissions arrangements, in line with the agreed Trust policy and the statutory requirements and to advise the Board of the outcome.
15. To maintain a register of business and pecuniary interests for Trustees and Trust Members and ensure that a register is maintained at a local level for LGB governors, both with the support of the Trust's Governance Officer.
16. To review annually all insurance arrangements for the Academy Trust.
17. To receive reports from the Internal/External auditor following each monitoring visit. To consider Auditors' recommendations, and the executive's responses to them, and to oversee the implementation of such recommendations as are approved by the Committee.
18. To recommend the annual review of Internal/External auditors to the Board, prior to the AGM.
19. To recommend the triennial appointment of Internal/External Auditors to the Board.
20. To recommend the annual Audit Plan to the Board.
21. To approve and oversee the Business Continuity Plan, as proposed by the Chief Executive Officer.
22. To review the Risk Register on, at least an annual basis, and the High Level Risk Register at every meeting.
23. To agree the Annual Report and Accounts (in accordance with DfE/ESFA, Companies Act and Charity Commission requirements, as prepared by the Finance Director and Accountants) for approval by the Board and AGM and approve the procedure for their submission.

24. In consultation with the Trust's Governance Officer, to approve, in accordance with the Appendix to the Scheme of Delegation of each member Academy, the terms of reference, constitution and membership of the LGB's Finance Committee.
25. To review and ratify the LGB recommended Admissions policies.

Property and other areas

1. To ensure that the Trust has a planned site maintenance and development programme strategy for the schools within the Trust, with appropriate timescales and costs.
2. To recommend to the Board updates to the Trust's Health & Safety Policy.
3. To oversee the operation of the Health & Safety Policy with respect to centrally-employed staff.
4. To oversee the Health & Safety action plans of the individual school and ensuring that the Academy Trust takes all reasonable steps to comply with the Health and Safety at Work Act (1974) and related legislation.
5. To recommend the appointment of Property Services providers to the Board.
6. To oversee and monitor property services contracts, implementing the planned site maintenance strategy on behalf of the Board.
7. To oversee and monitor property services contractors implementing new build capital projects in the Trust's planned development programme and strategy.

Pay and Conditions

1. To consider on behalf of the Trust external directives with the potential to affect the pay and conditions of the Trust's staff and make recommendations to the Board.
2. To review the salaries of centrally employed staff each year, taking account of any recommendations made by officers of the Trust in respect of the annual appraisal process.
3. To review and recommend to the Board changes to the pay policy, having taken appropriate consultation through the Trust's consultative mechanism.
4. To establish arrangements and monitoring facilities to achieve the aims of the Trust's pay policy in a fair and equitable manner.
5. To oversee and monitor the application of the criteria set out in the Trust's pay policy in determining matters relating to the pay of centrally employed staff.
6. To consider and approve recommendations for discretionary payments.
7. To consider and approve changes to job grading for existing/new posts.

Personnel

1. To recommend to the Board updates to any pay and personnel related statutory and other policies to be adopted across all the Trust's schools- e.g. - e.g. appraisal, disciplinary, equality.
2. To approve a procedure for establishing appointment panels, where required, for staff at Headteacher and Deputy Headteacher level.
3. To advise the Trust on the implication(s) of any changes in employment legislation affecting its operation and activity.

4. To receive, consider and approve changes to the management structure of the Trust's member schools.
5. To be notified of any disciplinary/grievance, and provide support as appropriate., as set out in the relevant Trust policies.
6. To hear appeals against dismissal, as set out in the Trust's policies.

Other Matters

In exceptional circumstances, for example where the ODBST Calendar of Meetings indicates that there is no immediate meeting of the AEC or the Full ODBST Board, policies that are normally the responsibility of these bodies may be considered, reviewed and approved by the FRAPP Committee subject to the agreement of the appropriate AEC or Full Board Chair.

Taking urgent decisions

Clearly it is best that all decisions are taken collectively by the Board or its Committees. However, there may be circumstances where an urgent decision needs to be taken but it is not possible to convene a meeting of the Board or its Committees or hold a quorate meeting. In most cases, urgent decisions will be possible through email agreement with the item being emailed to all members of the Board or Committee and the Clerk, and agreement or otherwise being emailed (reply all) so that all members can take part in the discussion and the outcome noted by the Clerk to the Board. However, the Chair (or in the absence of the Chair, the Vice Chair) of the full Trust Board or any of its Committees has the authority to take urgent action on matters that are delegated to that Board or Committee between meetings, where the delay in exercising a function is likely to be seriously detrimental to:

- the interests of the Trust
- an academy
- pupils or parents/carers at an academy
- or employees of the Trust.

All such actions should be reported to the next meeting of the relevant Committee or Full Trust Board by the Chair or Clerk and noted in the minutes.

Powers of the Committee

The Committee shall have the power to require explanations, documents or analysis to be provided by any member of the Trust Board or employee of the Trust and to make recommendations to Officers and Committees, or Trust Board at its next meeting. In the event of those recommendations not being accepted by Officers or Committees, the matter must be referred for consideration by the next full Trust Board meeting.

The Committee has full delegated decision-making powers other than for decisions involving additional expenditure in excess of funds delegated to it, which should be referred to the Board

No vote on any matter may be taken unless the majority of the members present are Trustees. The Chair has a casting vote.

Recording and reporting of meeting

A Clerk is appointed to the Committee, who will produce minutes of all meetings to be circulated with the agenda and papers of the next following full ODBST Trustees' meeting.

Circulation of agendas and papers

The Clerk is to work with the Chair and ODBST Trust Officers on the production of meeting agendas and papers, to be circulated in accordance with timeframe set out in the Articles of Association.

Calendar of meetings

The Clerk shall work with the Committee Chair, and the Chief Operating Officer, on the scheduling of a calendar of Committee meetings which is sustainable with respect to the staffing capacity of the DBE.

Review of terms of reference and membership

The Committee terms of reference and membership are to be reviewed annually by the Board.