



Oxford Diocesan  
**BUCKS SCHOOLS TRUST**

**ODBST – Empowering Lives, Flourishing Together**

*Living “life in all its fullness” – John 10:10*

## **Scheme of Delegation**

**Terms of Reference and Matrix of Delegated Authorities**



**Effective in 2025-26**



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### Annual Review

- The ODBST Scheme of Delegation shall operate from the Effective Date.
- The Trust Board is required by its constitution to review the Scheme at least annually and has absolute discretion to alter or withdraw any provisions of it.
- In considering any material changes to this Scheme or any framework on which it is based, the Trust Board will have regard to the views of stakeholders.
- It is important that the scheme of delegation is visible to all, both within and beyond the Trust, so that it is clear how the governance structure and lines of accountability work. For this reason, the scheme of delegation must be published on the Trust’s website, as well as all of its schools’ websites.



## Our Vision

### “ODBST – Empowering Lives, Flourishing Together”

Each of our schools has a unique character of its own and we will work to ensure that this vision embraces all our students 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. A curriculum which meets our ODBST aims and expectations for all of our students regardless of their starting points.

We have identified four core values that resonate with what we believe the ODBST Learner and Leader should follow and live by. 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 students, families, and school communities, we strive to enable everyone to develop and thrive intellectually, socially, culturally, and spiritually.



***Living “life in all its fullness” – John 10:10***

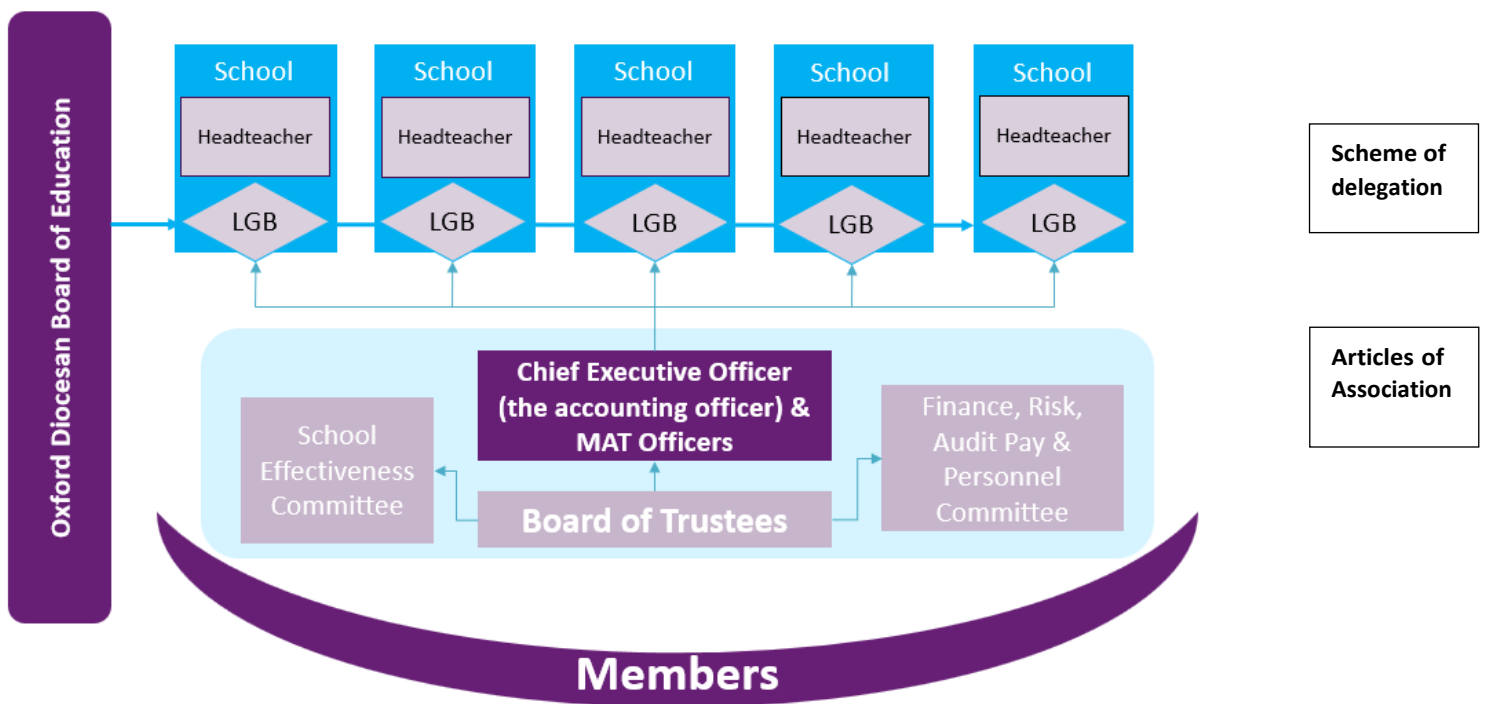


**Introduction**

The Oxford Diocesan Bucks Schools Trust (referred to as ODBST) is a charitable company limited by guarantee and single legal entity overseen by a single governing board (the ODBST Board of Trustees) which is ultimately accountable for all students, employees, schools, monies, assets and compliance with statutory duties. The Trust’s purpose is defined by the company ‘objects’ in the Articles of Association which, in summary, is ‘to provide education for public benefit’. A copy can be found here: [Oxford Diocesan Bucks Schools Trust - Key MAT information and Statutory Documents \(odbst.org.uk\)](https://www.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 Directors (RD) 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 RD. The Trust contracts with the ESFA to receive funding via Funding Agreements: [Oxford Diocesan Bucks Schools Trust - Finance \(odbst.org.uk\)](https://www.odbst.org.uk). The Funding Agreements stipulate several regulatory requirements including compliance with the Academies Trust Handbook.

**Governance Structure**



**Key:** purple = Trust wide remit; blue = school remit.

The governance structure diagram could be viewed as hierarchical but the Trust Board would prefer to view itself as sitting behind the Local Governing Bodies (LGBs). Trustees have chosen to appoint Local Governing Bodies (LGBs) as part of its structure of committees, as these are at the frontline of detailed information about how their schools are performing. It has chosen to opt for parental representation of the Trust at this local level, from within the community the school serves. As a result, the Trust Board recognises and appreciates the strategic leadership input of local governors who oversee delivery of the Trust’s vision and strategic plan priorities to make a positive impact on children, their families, parents, carers and local communities.

## Members

The role of Members is to act as the guardians of the Trust's constitution (Articles of Association). Every academy trust has Members who have a similar role to shareholders of a company (but to clarify, there are no shares in an academy trust) and the Oxford Diocesan Board of Education (ODBE) is a Corporate Member of the Trust. In addition to attending the Annual General Meeting, Members are made aware of any key factors affecting the Trust and its educational and financial performance. Members:

1. Are the subscribers to the memorandum of association (if they signed the legal documents to open the Trust).
2. May amend the Articles of Association subject to any restrictions created by the funding agreement or charity law.
3. May, by special resolution, appoint new Members or remove existing Members other than, where there is one, the foundation/sponsor body and any Members it has appointed.
4. Have powers to appoint/remove Trustees as set out in the Trust's Articles of Association and powers under the Companies Act 2006.
5. May, by special resolution, issue direction to the Trustees to take a specific action.
6. Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act).
7. Have power to change the company's name and, ultimately, wind it up.

## Board of Trustees (can also be referred to as Directors as MATs are also companies)

The Trustees are both charity trustees and company directors and must comply with the Trust's charitable objects, with company and charity law and with their contractual obligations under their funding agreement with the Secretary of State. The Members appoint the majority of Trustees. The Diocesan Director of Education and the Chief Executive Officer (CEO) are Trustees. The Trust Board may appoint co-opted Trustees for their skills, knowledge and experience. Trustees shall, for each school year, elect a chair and vice- chair from among their number.

The Trust Board is ultimately accountable to the DfE for the quality and effectiveness of its educational and financial performance, governance and ensuring compliance with statutory duties and regulatory requirements. The Trust Board has appointed the Head of Governance as the Company Secretary and has access to its own legal and other specialist advisors. The Trust Board is collectively responsible for fulfilling three core functions:

1. Strategic leadership
2. Accountability and assurance
3. Strategic engagement

For transparency, the names of the Trust's Members and Trustees are published on the ODBST website: [Oxford Diocesan Bucks Schools Trust - Members and Trustees \(odbst.org.uk\)](http://Oxford Diocesan Bucks Schools Trust - Members and Trustees (odbst.org.uk))

## Delegation

The Scheme of Delegation is a key governance document because without it, it is not clear how accountability and decision-making works within the trust. This is why the Academy Trust Handbook requires it to be published on the Trust's website.

It is especially important that maintained schools joining academy trusts take time to understand the Scheme of Delegation so that they are clear about the ODBST's approach to local governance and which functions are delegated. The Scheme of Delegation for Local Governing Bodies (LGBs) is contained at **Appendix B**

The Trust Board's Scheme of Delegation (SoD) is reviewed annually and sets out what the Board has opted to delegate to its committees and executive/senior leaders. This is on the understanding that they will carry out their delegated duties strictly in line with committee terms of reference (**Appendices B-D**) and the Scheme of Delegation Matrix (**Appendix A**) and to maximise effectiveness, efficiency and impact from the Trust's governance arrangements. The Trust Board has absolute discretion to alter or withdraw any provisions of the Scheme of Delegation for individual schools and any delegated duties exercised **must** be reported back to the Trust Board via the committee meeting minutes and annual



reports. Effective relationships and two-way communication to/from the Trust Board and its committees are also facilitated through termly Chairs' forum meetings as well as ODBST Governance Collaborative Professional Development events and webinars.

All policies referred to in this scheme of delegation relate to the current policies stored in the ODBST Policies SharePoint and/or published on the website [Oxford Diocesan Bucks Schools Trust - Policies \(odbst.org.uk\)](https://www.odbst.org.uk)

The Trust Board takes out indemnity insurance annually to protect those working in it, or on behalf of it, from civil or criminal proceedings where they are acquitted by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Trust. This includes the Trust Board and all Trust Committees, including LGBs.

In addition to having Local Governing Bodies for each school, the Trust Board has two Trustee committees- Finance, Risk, Audit, Pay and Personnel (FRAPP), which undertakes the legal responsibilities of audit, and the School Effectiveness Committee (SEC). The Terms of Reference for FRAPP and SEC are found at **Appendices C and D**.

As with all committees, the Trust Board has the power to change the constitution and powers of its committees at any time, and this includes the membership of those committees too.



# Appendix A - Matrix of Delegated Authorities

## Glossary to Table of Responsibilities

ODBST has adopted the following matrix.

**MEMBERS:** Under normal on-going Trust activities the Members do not get involved with the day-to-day operations of the Trust Board or the leadership activities of the CEO. Members keep a watching brief through access to minutes and meetings with the Trust Board Chair and the CEO when required. Members hold the Trust Board to account for the effective governance of the Trust, but they have a minimal impact on the running of the Trust. Members are essential to the integrity of an academy trust structure. They are the last line of defence from the failure of governance and failure to uphold the charitable objects of the organisation. The Members comprise the Bishop of Oxford, the Diocesan Board of Education, acting corporately by hand of its Director, and two further Members appointed with the consent of the Diocesan Board of Education.

Perform	The individual/group will follow agreed policies and procedures or carry out specified duties. They are accountable for executing or implementing decisions or policies. They may be required to report on the delivery of duties/actions. In the case of (i) the CEO, reports will be to the Board, (ii) the LGB, they will be making reports in relation to their school to the Board and/or CEO (as appropriate) and (iii) the Head, they will be making reports in relation to their school to the CEO and/or LGB (as appropriate).
Consult	The individual/group that should be consulted as part of the process of completing a particular task. This role describes those whose knowledge and expertise is important in making the decision but does not imply that their input will be followed in all circumstances. This role is a supporting role.
Recommend	The individual/group should make recommendations as to how a particular task should be completed or what particular course of action should be taken. The Recommend role typically involves a significant element of work in a decision. They may gather relevant input (Consult) and propose a course of action—sometimes alternative courses, complete with pros and cons so that the Approver's choices are clear, simple and timely.
Agree	This role represents a <b>formal approval</b> of a recommendation. The 'Agree' and the 'Recommend' should work together to come to a mutually satisfactory proposal to bring forward to the Approve group. Not all decisions need an Agree role, as this is typically reserved for those situations where some form of regulatory or compliance sign-off is required.
Approve	Approves the decision or activity. Accountable for making sure the activity is satisfactory and meets performance standards. May delegate work. <b>There must be only one Approve body specified for each task.</b>
Monitor	The individual/group which observes, checks and ensures the delivery of a particular task. They may be required to report to other groups.
Scrutiny	The individual/groups will undertake a careful and detailed examination of a particular task to ensure compliance.
TB	Trust Board
LGB	Local Governing Body
CEO	Chief Executive Officer (or members of the shared services team –SST- to which the function is delegated)
ODBE	Oxford Diocesan Board of Education

## Table of Responsibilities

A. STRUCTURE & APPOINTMENTS						
	Appointed Position	HT	LGB	CEO	TB	MEMBER
1.	Role descriptions for Trustees			Recommend	Approve	Monitor
2.	Trust Committees- FRAPP and SEC- (structure, role descriptions, terms of reference and membership)			Recommend	Approve	Monitor
3.	Trust Committees- LGBs (structure, role descriptions and terms of reference)			Recommend	Approve	Monitor
4.	Trustees (Appoint /Remove)				Recommend	Approve
5.	Trust Board Chair (Appoint/ Remove)				Approve	Monitor
6.	Trust Board Chair 360° review			Consult	Consult Approve	Monitor
7.	Co-opted Trustees (Appoint/ Remove) with ODBE consent			Recommend	Approve	Monitor
8.	Trust Board Vice Chair (Appoint /Remove)				Approve	Monitor
9.	Appointment /removal of LGB Chair	Consult	Recommend	Recommend	Approve	
10.	Appointment /removal of LGB Vice Chair	Consult	Approve	Monitor	Monitor	
11.	Appointment /removal of Foundation and Skills LGB governors	Consult	Recommend	Recommend	Approve	
12.	Election /removal of Parent and Staff governors	Recommend	Approve	Monitor	Scrutiny	
13.	Appoint elected Parent and Staff governors (following	Recommend	Approve	Monitor	Scrutiny	

	local election)					
14.	CEO (Appoint/ Remove)				Approve	
15.	Accounting Officer (Appoint/ Remove)				Approve	
16.	Chief Finance Officer (Appoint/ Remove)			Recommend	Approve	
17.	Governance Professional (Appoint/ Remove)			Recommend	Approve	
18.	Headteacher (Appoint/ Remove/contract changes)		Recommend	Approve	Scrutiny	
19.	Appoint other members of the Shared Services Team			Approve		
20.	Other senior school staff including Deputy and Assistant Heads and School Business Managers plus other interim senior leaders (within Trustee approved budget)	Recommend	Approve	Consult		
21.	Appoint / Remove local governance professional to the LGB	Recommend	Approve	Consult	Monitor	
22.	Appoint other school teachers, teaching assistants and supportStaff (within Trustee approved budget)	Approve	Consult			
23.	Dismissal of other staff (notHT)	Recommend	Approve	Consult		

24.	Determining early retirement or requests for flexible working (not HT)	Recommend	Approve	Consult		
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<b>B. STRATEGIC OBJECTIVES</b>						
	<b>Duty</b>	<b>HT</b>	<b>LGB</b>	<b>CEO</b>	<b>TB</b>	<b>MEMBER</b>
1.	Determine the Trust's culture, Christian values and ethos	Consult	Consult	Recommend	Approve	Consult
2.	Determine and deliver the Trust's strategic objectives, vision, Strategy and Key Performance Indicators	Consult	Consult	Recommend Perform	Approve Scrutiny	Monitor
3.	Determine and deliver each school's strategic objectives, vision and strategy in line with the Trust's vision, ethos and values	Recommend	Approve	Consult Monitor	Scrutiny	Monitor
4.	Effectiveness and scope of shared services provided to the schools by the Trust	Consult	Consult	Perform	Monitor	
5.	Determine Trust policies in line with the Trust's ethos and values as a single entity	Perform	Perform	Recommend	Scrutiny Approve	Monitor
6.	Determine local school policies and internal procedures in line with the school's ethos and values	Perform	Approve	Scrutiny	Monitor	

## C. COMPLIANCE

	Duty	HEAD	LGB	CEO	TB	Members
1.	Agree Articles of Association			Consult	Consult Recommend	Approve
2.	<b>Appoint</b> the Trust's financial auditors on an annual basis			Consult	Recommend	Approve
3.	Trust annual report			Perform	Approve Monitor	Scrutiny
4.	Annual cycle of business for Trust Board			Recommend	Approve	
5.	Annual cycle of business for Local Governing Bodies	Consult	Recommend	Approve	Scrutiny	
6.	Use of LGB half termly agenda template as provided	Consult	Recommend	Approve	Scrutiny	
7.	Provision of LGB draft minutes to Trustees within 14 days	Perform	Perform	Monitor	Scrutiny	
8.	<b>Scheme of delegation:</b> Vary individual school schemes of delegation where additional support is required-see detail of special provisions on p23	Consult	Consult	Recommend	Approve	
9.	Remove/ amend make-up of LGB	Consult	Recommend	Perform	Approve	
10.	<b>Funding Agreement</b> – comply with all obligations including the Academy Trust Handbook	Perform	Perform	Perform	Monitor Perform	Scrutiny
11.	<b>Regulatory</b> comply with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Perform	Perform	Perform Monitor	Perform Monitor	Scrutiny
12.	<b>Financial controls</b> – implementation of appropriate financial controls and policies so that there is regularity, probity and value for money in relation to the management of public funds	Perform	Perform	Perform Monitor	Approve Monitor	Scrutiny

13.	Register of business interests, conflicts of interest and connected/ related party transactions	Perform	Perform	Perform Monitor	Perform Monitor	Perform Scrutiny
14.	Growth of the Trust - consider requests from other schools to join the Trust			Recommend	Scrutiny Approve	Scrutiny
15.	Compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information, Governance and Data Protection	Perform	Perform	Perform Monitor	Perform Scrutiny	Scrutiny
16.	Develop and ensure oversight of all ODBST buildings and property matters (liaison with ODBE where appropriate)	Perform	Perform	Monitor	Scrutiny	
17.	Appoint a Trust Senior Leader as Designated Safeguarding Lead to ensure compliance with child protection legislation via implementation of the Trust's Child Protection legislation			Recommend Perform	Approve	
18.	Appoint a safeguarding lead Trustee				Perform	
19.	Appoint a SEND lead Trustee				Perform	
20.	Appoint a SEND local governor to ensure to ensure impact is evident in pupil outcomes from the implementation of the SEND code of practice /policy/ EHC plans		Approve Perform	Scrutiny	Monitor	

21.	Appoint a safeguarding local governor		Approve Perform	Scrutiny	Monitor	
22.	Appoint a H&S local governor to ensure compliance with Trust H&S policies and practices, and appropriate risk assessments are carried out by leaders and external advisers		Approve Perform	Scrutiny	Monitor	
23.	Approve Admissions policy and/or arrangements (e.g. PAN, age) in line with School Admissions and Appeals Code		Consult	Recommend	Approve Monitor	
24.	Ensure compliance with GDPR and Trust's data protection policy and procedures	Perform	Perform	Perform Monitor	Scrutiny Perform	
25.	Policies (statutory Trust-wide policies)	Perform	Perform	Recommend	Approve	
26.	Policies - specific school policies	Perform	Approve	Monitor	Scrutiny	
27.	Publish annual strategy and impact reports for grant funding e.g. pupil premium	Perform	Approve	Monitor	Scrutiny	
28.	Convene local governors for any panels required i.e. pay, exclusions, disciplinary, capability, complaints, appeals	Recommend	Approve	Monitor		
29.	Self-evaluate Trust Board performance and impact annually			Recommend	Perform	Scrutiny
30.	Self-evaluate Local Governing Body's performance and impact annually and report the outcome to the Trust's Full Board Meeting	Consult	Perform	Monitor	Scrutiny	

31.	Evaluate the CEO performance and impact annually		Consult	Perform Recommend	Perform Approve	
32.	Evaluate the Shared Services Team performance and impact annually		Consult	Perform Approve	Monitor	
33.	Ensure school website compliance	Perform	Perform Monitor	Perform Monitor	Scrutiny	Scrutiny
34.	Ensure Trust website compliance			Perform Monitor	Scrutiny	Scrutiny
35.	Maintain accurate and effective and secure employee files- school level	Perform	Monitor	Scrutiny	Scrutiny	
36.	Maintain accurate and effective and secure employee files- Shared Services Team			Perform	Scrutiny	
37.	Maintain an accurate and effective and secure Single Central Record (SCR)- school level	Perform	Monitor	Scrutiny	Scrutiny	
38.	Maintain an accurate and effective and secure Single Central Record (SCR)- Shared Services Team			Perform	Scrutiny	
39.	Undertake pre-appointment checks for staff & governance stakeholders inc. DBS – school level	Perform	Monitor	Monitor Scrutiny	Scrutiny	
40.	Undertake pre-appointment checks for staff & governance stakeholders inc. DBS- Shared Services Team			Perform	Scrutiny	
41.	Trust Risk Register			Perform Monitor	Scrutiny	Scrutiny

42.	School Risk Register	Perform	Monitor	Monitor	Scrutiny	
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## D. SCHOOL IMPROVEMENT

		HT	LGB	CEO	TB	Members
1.	School Development Plan Priorities	Recommend Perform	Monitor	Approve Monitor	Scrutiny	
2.	All schools are compliant with statutory arrangements endorsed by the Trust	Perform	Perform Monitor	Monitor	Scrutiny	
3.	Deliver support to Looked After Children and Previously Looked After Children	Perform	Monitor	Monitor	Scrutiny	
4.	To implement SEND policy	Perform	Monitor	Perform Monitor	Scrutiny	
5.	To ensure the public sector equality objectives are met	Perform	Monitor	Perform Monitor	Scrutiny	
6.	Maintain accurate, effective and secure pupil records	Perform	Monitor	Perform Monitor	Scrutiny	
7.	C of E schools only: ensure the Christian ethos and distinctiveness is evident in the school's published curriculum statement and provides strong links and partnership with the church at parish and diocesan levels	Perform	Perform Monitor	Scrutiny	Scrutiny	Scrutiny
8.	Curriculum intent, implementation and impact	Perform	Monitor	Approve Monitor	Scrutiny	
9.	Ofsted: ensure schools are inspection ready.	Perform	Monitor	Monitor Perform	Scrutiny	
10.	SIAMs: ensure schools are inspection ready.	Perform	Monitor	Scrutiny	Scrutiny	
11.	Setting/agreement of pupil targets and outcomes	Perform	Monitor	Approve Monitor	Scrutiny	
12.	Provide accurate / reliable assessment data of students'	Perform	Monitor	Monitor	Scrutiny	

	progress and predicted attainment					
13.	Implementation and impact of School-level CPD programme	Perform	Monitor	Recommend Monitor	Monitor	
14.	CPD for Trustees			Recommend Perform Monitor	Perform Monitor	
15.	CPD for LGB Governors	Consult Perform	Recommend Perform	Monitor	Monitor	
16.	Report on delivery and impact of ring-fenced funding ( <i>Pupil Premium, SEND</i> )	Perform	Monitor	Monitor	Scrutiny	
17.	Statutory changes to school organisation	Consult	Consult	Recommend	Approve	
18.	Collective Worship delivery in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
19.	Relationships Education in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
20.	Maintaining admission and attendance register in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
21.	Admissions appeals at schools	Perform	Monitor	Monitor	Scrutiny	
22.	Implement behaviour policy	Perform	Monitor	Monitor	Scrutiny	
23.	Fixed Suspensions	Perform	Monitor	Monitor	Scrutiny	
24.	Permanent Exclusions	Recommend to CEO	Monitor	Approve prior to permanent exclusion	Monitor	
25.	School Operational Hours / Term dates	Consult	Recommend	Approve	Scrutiny	
26.	Ensure school lunches are provided to appropriate	Perform	Monitor	Monitor	Scrutiny	

	nutritional standards to all children, including those eligible for free school meals					
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## Overview of Strategic Financial Management

As a family of schools, our financial strategy seeks to make the best use of the resources at our disposal using the following core principles:

- **Consistent entitlement** – every child should have a consistent entitlement to financial resource in line with their own unique needs regardless of which school they attend.
- **Efficiency** – Headteachers and the shared services team must demonstrably manage the resources under their control as efficiently as possible.
- **Integration and Collaboration** – our aim is to ensure as much resource as possible is directed to the needs of the individual pupil. Whilst this involves focusing on efficiency it also means working together, and to support and share resources as best possible.
- **Sustainability** – the ongoing health of the organisation is based on operating within our income levels over the business cycle. Leadership at all levels, national, regional and within every school must demonstrably committed to this end.

### To support this strategy:

- We monitor key KPIs such as Pupil Teacher Ratios (PTR), Pupil Adult Ratios (PAR), average levels of pay and pupil numbers v School capacity. Headteachers remain accountable for school specific budgets and manage the bulk of our income in delivering front line education.
- Local Governing Bodies are responsible for monitoring the effective impact of ring-fenced funding including Pupil Premium, and SEND funding.

**The Trust including its schools is charged with ensuring it delivers value for money through adopting efficient structures, collaborating, and continually challenging themselves to improve the impact and cost of the work they do for our students. In this context, Trustees have explicit responsibility for overseeing equity, ensuring that efficiency and cost-effectiveness do not come at the expense of fair outcomes for all pupils.**

## Budget Setting

We are required by the DfE to submit an overall balanced budget. Every year a finance timetable is constructed detailing the phases of budget (and three-year plan) preparation including:

- An initial draft looks at next year’s budget in October/November designed to flush out any future strategic challenges
- This is followed by a detailed update in April/May once we have had formal confirmation of income from the ESFA. These budgets are internally signed off by the CFO and the Accounting Officer prior to gaining Board approval. This budget is consolidated in May in order for us to meet the ESFA’s submission deadline of the end of July.



## E. FINANCE

	Duty	HEAD	LGB	CEO	TB	Members
1.	Set Trust budget			Recommend	Approve	Scrutiny
2.	Set individual school budget	Recommend Perform	Recommend Perform	Monitor	Approve	
3.	Managing school budget according to the Trust Financial Manual	Perform	Perform Monitor	Recommend Monitor	Scrutiny	
4.	Determination of central recharge	Consult	Consult	Recommend	Approve	
5.	School delegated capital spending e.g. DFC	Approve Perform	Recommend Monitor	Approve Monitor	Scrutiny	
6.	External capital grant funding e.g. SCA or CIF	Consult	Consult	Recommend	Approve Monitor	
7.	School Management accounts	Perform	Monitor	Monitor	Scrutiny	
8.	Trust Management Accounts			Perform Monitor	Approve Monitor	Scrutiny
9.	Trust insurance arrangements	Consult	Consult	Recommend	Approve	
10	Trust Investments Policy including internal controls			Recommend	Approve	
11	Trust Buildings, Asset and Premises Maintenance Strategy- Trust level			Recommend	Approve	
12	Trust Buildings, Asset and Premises Maintenance Strategy- school level provision of annual maintenance and Estates Management Plan and accessibility plan	Perform Consult	Recommend Monitor	Recommend Approve	Approve Monitor	
13	Acquiring and disposing of Trust Freehold owned land	Consult	Consult	Recommend	Approve	

## F. PAY AND PERFORMANCE

Duty		HEAD	LGB	CEO	TB	Members
1.	Determine CEO pay level, appraisal and pay award				Recommend Approve	
2.	Set Terms and Conditions of Employment and salary scales			Recommend	Approve	
3.	Determine Headteacher performance management and pay awards in accordance with Trust Pay Policy		Recommend	Approve	Scrutiny	
4.	Determine performance management and pay awards in accordance with Trust Pay Policy within agreed budget—school staff, except Headteacher	Recommend	Approve	Scrutiny		
5.	School staffing structure within the agreed budget	Recommend	Approve	Consult Monitor	Scrutiny	
6.	School staffing structure changes outside of budget	Recommend	Recommend	Approve	Scrutiny	
7.	Implementation of Trust HR Policies - schools	Perform	Perform	Monitor	Scrutiny	
8.	Implementation of Trust HR Policies - shared services team			Perform Monitor	Scrutiny	
9.	Hear Grievance, Disciplinary, Redundancy, Capability cases	Perform	Perform	Monitor	Monitor ( <del>only in respect of an appeal panel if required</del> )	
10.	Hear Grievance, Disciplinary, Redundancy, Capability cases- shared services team			Approve	Perform	

## Appendix B – Terms of Reference for Local Governing Bodies (LGBs)

Local Governing Bodies are legally committees of the Trust Board and operate on the basis of the delegated powers given to them by Trustees, as expressed in this document. The Articles of Association do not require Trustees to form local committees, but in doing so, Trustees have committed to the separation of each tier in the governance structure to demonstrate transparent decision making and prevent bias and conflicts from emerging, therefore strengthening the checks and balances within the Trust. LGBs are expected to provide feedback on policy performance, highlighting areas where policies may not be working as intended. This enables them to provide Trustees with assurances that the school is operating within the ethos and values of the Trust, meeting agreed targets, and engaging with all stakeholders, while reflecting the diversity of its local community.

As a committee of the Trust Board, Trustees appoint LGB Skills governors and make a recommendation to ODBE for the appointment of Foundation governors. Parent and staff representatives, whilst elected at school level, will have those appointments confirmed by Trustees in a welcome letter.

### Overall responsibilities of the Local Governing Bodies (LGBs)

To ensure the Board maintains effective oversight of **educational performance** and **local financial management** for the benefit of children, the Trust Board has delegated responsibility to LGBs:

- for driving educational improvement via the **monitoring and evaluation** of educational performance against the School Development Plan,
- the provision of challenge as well as support to **hold school leaders to account** for school standards, pupil outcomes (especially for disadvantaged children), spirituality and wellbeing, stakeholder engagement and regulatory compliance i.e. safeguarding, H&S, public sector equality duty, SEND.
- to acceptably **manage and expend** all monies received on account from the Trust.

### Membership

A minimum of 9 and up to 12 governors as agreed with the Trust, recruited for their skills, knowledge and experience in the following categories:

Membership	Number-formerly VA*	Number-formerly VC**	Number-formerly community	Term	Election Process
Foundation	5-8	2-3	0	4 years	There are no ex-officio arrangements for Foundation governors. Applications should be made in consultation with the local PCC/incumbent and with the Chair of Governors (who will endorse the application before submission). Trustees will make a recommendation to ODBE for appointment. Foundation Governors are appointed with the additional responsibility to support and promote the Christian foundations of the school.
Skills	0	3-4	5-8	4 years	Skills governors are appointed by Trustees. Applications should be endorsed by the LGB Chair and should take place on the ODBST Skills Governor application form.
Headteacher	1	1	1		Ex-officio

Staff	1	1	1	4 years	No change in the current procedure: elected by staff, following which the candidate will fill out the ODBST Staff application form. The Head of Governance will confirm the appointment in a letter of welcome, on behalf of Trustees, with the term of office beginning on the date of the election.
Parent	2	2-3	2	4 years	No change in the current procedure: elected by parents, following which the candidate will fill out the ODBST Parent application form. The Head of Governance will confirm the appointment in a letter of welcome, on behalf of Trustees, with the term of office beginning on the date of the election.  In the case where the number of parents standing for election is less than the number of parent governor vacancies, Trustees may <i>appoint</i> a Parent Governor, following the same procedure for the appointment of Skills governors.

\*former VA schools to have 75% Foundation Governors

\*\*former VC schools to have 25% Foundation Governors

The Trust Board appoints the Local Governing Body Chair, or Co-Chairs: appointment will run concurrent with the governor’s term of office. LGBs should advise the Head of Governance of their nominated candidate for Chair, and this will be put to Trustees for appointment, and confirmed in writing. Subject to remaining eligible to be a governor, they may be re-appointed as Chair. The LGB appoints its own Vice-Chair annually.

All LGB members on appointment are required to give a written undertaking to the Trustees, Site Trustees (where appropriate) and ODBE to uphold the Object of the Company (see [Articles](#), paragraph 4): the governor application form includes this declaration.

Where a vacancy occurs in any governor category, Trustees must be informed of this immediately by either the LGB Chair or local governance professional. All governors are required to uphold the LGB Code of Conduct, Articles of Association and provisions of this scheme of delegation and stand by decisions made as a collective.

Additional Trust-appointed governors (though not including employees of the Trust) who have the necessary skill set will be considered in exceptional circumstances where the Trust decides that the LGB requires additional capacity. These governors will be known as Co-opted Governors and will be appointed by Trustees for a period up to four years. The procedure for co-opting an additional governor will be via discussion with the LGB Chair and submission of the Co-opted Governor application form. Trustees will make the decision to appoint such governors following this process. The appointment will be confirmed in writing. (Please note that LGBs have permission to bring additional members beyond the LGB onto the Resources Committee, without having to formally co-opt- see below).

### Special Provisions

Trustees wish to leave day-to-day local governance to LGBs when they are operating effectively. However, where local governance requires support and improvement, Trustees may decide to take responsibility from LGBs for certain items within the Matrix of Delegation, and may vary the matters delegated where, for example:

- The LGB acts outside its delegated powers and limitations.
- The LGB is in breach of these terms of reference.
- The LGB is unable to fulfil its role and responsibility as defined in the scheme of delegation.

In these circumstances, LGBs may be provided with a varied scheme of delegation, setting out those areas for which the Trust has taken control and will provide support. This may include appointments by Trustees of additional members of the LGB, including an interim or replacement Chair and/or additional support from the central Trust team.

In the event of serious weakness and ineffective local governance, Trustees may decide to disband the LGB and replace it with a Trust Board appointed Interim Education Committee (IEC). Examples of circumstances where this may occur may be:

- The school has a financial reserves deficit in excess of £50k.
- Standards are below floor standards/ consistently low and lack evidence to show improvement.
- Governors do not demonstrate the skills and attributes to perform their collective role effectively.
- The curriculum fails to provide for a broad and balanced education.
- A serious failure in safeguarding or Health and Safety compliance has occurred.

These lists are illustrative only and shall not limit the rights of Trustees to suspend or remove any or all of the matters delegated where there are concerns.

### Reporting

- The Headteacher is responsible for reporting all operational matters to the LGB.
- The local governance professional is to ensure minutes are shared with the Head of Governance within 14 days of the LGB meeting (with the Chair and Headteacher having first agreed the draft).
- LGB governors are to be invited to termly/ half termly (depends on school categorization) school improvement visits (Note of Visit meetings) led by the Director of Education, or their representative.
- The Chair is to promote a two-way flow of communication between the Trust Board and LGB by attending the Chairs' Forum meetings three times a year (or nominating the Vice-Chair to attend in their place) and by sharing information produced for LGBs by the Trust, such as through regular two weekly Leadership Updates etc.

### Quorum and Meeting Frequency

LGBs shall meet formally for full LGB meetings six times per year. A minimum of three governors including either the Committee Chair or Vice-Chair, is required to be quorate. However, for former VA church schools, at least 2 governors of the quorum should be Foundation governors, and for former VC church schools, at least one should be a Foundation governor.

The LGB may decide to establish a separate **Resources committee**, meeting a minimum of three times per year. Where this is a separate sub-committee, membership may include those who do not also serve on the LGB, provided that a majority of the members of this sub-committee are appointed members of the LGB (in accordance with the membership table above) or Trustees. The terms of reference for the Resources Committee are detailed below. It is for the LGB to determine who shall be entitled to vote in the proceedings of the sub-committee. Decisions of the committee shall be taken by a majority vote of committee members, with the Resources Committee Chair having a casting vote.

There is no expectation that LGBs have further sub-committees beyond Resources. However, if they wish to do so, this is a local decision. They may, however, have to establish/convene other panels periodically when required i.e. pay, exclusions, disciplinary, capability, complaints, appeals. Decisions of the committee shall be taken by a majority vote of governors, with the Chair having a casting vote.

All local governing body meetings will not be open to the public, but minutes shall be made available.

### Terms of Reference – LGB meetings- see Appendix A Matrix of Delegated Authorities for fuller details

1. Approve the school's vision and ethos (aligned with the Trust's vision, ethos, and values). Monitor/evaluate the school's educational performance against the SDP KPIs and ODBST Risk Register, challenging the Headteacher in relation to the impact of interventions and support and agreeing follow-up action and celebrating achievements.
2. Monitor and evaluate how deeply the Christian ethos (formerly VA/VC schools), vision and values are embedded in the school, including in the published curriculum statement of intent, implementation, and impact.
3. Note and adopt designated Trust policies. Approve local level school policies and internal procedures in line with the school's ethos and values.
4. Monitor and evaluate the impact of the school's Stakeholder Engagement Plan, ensuring it is aligned to the Trust's key messages and promotes the voice of parents, staff and students.
5. Appoint a *designated* governor for Safeguarding and SEND, for Disadvantaged/Vulnerable Students (including Pupil Premium), GDPR, Health and Safety, Careers. It is for LGBs to determine how they wish to group these specified designated roles, and whether to combine them with other monitoring roles of their choice.

6. Part of the governor monitoring role will be to undertake regular pre-arranged and accompanied visits to triangulate data and evidence. Governors are also invited to attend termly/half termly Note of Visit meetings by the Director of Education or their representative, SIAMS and Ofsted inspection meetings, in order to identify school areas of strength and improvement and opportunities to share best practice.
7. Contribute to the appointment of school leaders/teachers, and performance management of the Headteacher.
8. Ensure school compliance with statutory duties and ensuring that the governance areas of the school website and Get Information About Schools (GIAS) are fully up to date and compliant, in accordance with DfE/ Academy Trust Handbook requirements. Compliance guidance is provided within the Internal Finance Procedures Manual. Self-evaluate LGB performance and impact on students' outcomes and spiritual development annually.

### General provisions

1. A minimum of three meetings per academic year is required for the Resources Committee, if LGBs choose to have this separate committee. If not a separate committee these functions should be covered at LGBs meetings.
2. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for public inspection.
3. In the absence of the Chair, the committee shall choose an acting Chair for that meeting from among their number. This committee should not be chaired by a member of staff.
4. In the absence of the local governance professional the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher).
5. The draft minutes of each meeting will be circulated with the agenda for the next full meeting of the Local Governing Body and will be presented at that meeting by the Resources Committee Chair (or in his/her absence another member of the committee).
6. Any decisions taken must be determined by a majority of votes of committee members present - no vote can be taken unless a majority of those present are LGB governors.

### Risk

1. To maintain the risk register that is updated at least once per year, and to have the risk review as a standing item on each agenda on a termly basis, to ensure its effective operation in accordance with the Academy Trust Handbook.
2. To monitor processes for contingency and business continuity plans on an annual basis.

### Financial Policy and Planning

1. To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the Headteacher and other nominated staff.
2. To note and monitor all financial policies, including a charging and remissions policy.
3. To establish and maintain a three-year financial plan, taking into the account priorities of the School Development Plan, roll projection and signals from central government, within the constraints of available information.
4. To draft and propose to the LGB for adoption an annual school budget taking into account the priorities of the School Development Plan.
5. To make decisions in respect of service level agreements.
6. To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Headteacher.

### Financial Monitoring

1. To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
2. To receive at least termly budget monitoring reports from the Headteacher.
3. To utilise Integrated Curriculum Financial Planning (ICFP) and Get Information About Schools school benchmarking tools (available free from the DfE) and/or those available in the Trusts financial planning software to critically assess the school's financial performance.
4. To seek pre-approval of spend that has not been included in the approved budget unless this spend has already been approved by the Trustees at a Board meeting covering a Trust-wide event such as changes to the Teachers Pay Award.
5. To report back to each meeting of the LGB and to alert them of potential problems or significant anomalies at an early date.
6. To receive advice following auditors' reports to the Trust and to recommend to the LGB action as appropriate in response to audit findings.
7. To provide to the Trust financial information required, in a timely manner.

### Premises

8. To provide support and guidance for the LGB and the Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
9. To ensure completion of all condition surveys (including asbestos and legionella check information).
10. LGBs to share their Estates Management Plan with the Trust at the beginning of each academic year and to ensure this plan is reviewed termly as a standing item on each agenda.
11. To arrange professional surveys and emergency work as necessary.
  - The Headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of students or staff. In this event the Headteacher would normally be expected to consult the Resources Committee Chair at the earliest opportunity.
12. To establish and keep under regular review an Accessibility Plan and an Estate Management Plan.
13. To review, adopt and monitor a Health and Safety policy on an annual basis.
14. To ensure that the LGB's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

### Staffing

15. To ensure that the school is staffed sufficiently for the fulfilment of the School Development Plan and the effective operation of the school, in compliance with Trust and school policies.
16. To ensure compliance with all Trust HR and employment policies.

# Appendix C – Terms of Reference for Finance, Risk, Audit, Pay and Personnel Committee (FRAPP)

## Terms of Reference – Finance, Risk, Audit, Pay and Personnel Committee (FRAPP)

To ensure the Trust Board maintains robust oversight of the Trust’s financial performance and assets, it has delegated responsibility to the Finance, Risk, Audit, Pay and Personnel Committee for **Trust scrutiny and challenge** of all ODBST’s financial affairs, stewardship of its assets, and use of its resources efficiently to maximise outcomes for students and maintain the Trust as a going concern. Additionally, in its responsibility for Audit and Risk, it provides challenge to hold the Accounting Officer to account for ensuring probity, regularity and compliance in use of Trust’s resources and for the technical leadership of the Trust’s financial management and procedures and finance team.

## Membership

The Trust Board appoints the Finance, Risk, Audit, Pay and Personnel Committee’s membership which is composed of a minimum of three Trustees (including the Chair of the Committee) who possess the skills, knowledge and experience required to fulfil the committee’s delegated remit effectively and up to three co-opted non-voting members appointed by the Board. The committee will make recommendations for these appointments. The Chief Finance Officer will attend in an advisory capacity. The Trust Board appoints the committee Chair for a two-year term of office, and to ensure Audit compliance under the terms of the Academy Trust Handbook, the Chair of the Board should not be the FRAPP Chair. An outgoing Chair may stand for re-election. The Committee appoints its own Vice-Chair annually.

## Reporting

- The Accounting Officer (AO) and Chief Finance Officer (CFO) should attend to provide information and participate in discussions but are not committee members and have no voting powers. The committee may ask the AO/CFO to withdraw and/or invite other staff/advisers to attend to assist it with any issue(s) it wishes to discuss.
- 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.
- The committee Chair is to formally report to the Trust Board after each meeting, where the minutes will be shared.

## Quorum and Meeting Frequency

This committee shall meet at least three times per year and a minimum of three Trustees (including either the committee Chair or Vice-Chair) is required to be quorate. The Trust Board or CEO may ask to convene further meetings if they want the Committee’s advice on any issue(s). No vote on any matter may be taken unless a quorum is present. The Chair has a casting vote.

**Main Duties** - see **Appendix A Matrix** for fuller details

## 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 schools 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 and 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 Chief Finance Officer giving an assessment of the budget position and financial management, of each new school proposing to join the Trust.
4. To recommend to the Board annual budgets and three-year financial plans proposed by Headteachers and LGBs of ODBST schools.
5. To recommend to the Board the ODBST central budget and five-year financial plan, proposed by the Chief Finance Officer.

6. To recommend to the Board the composite ODBST annual budget and three-year financial plans, for submission by the Chief Finance Officer 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 School Effectiveness Committee and from the Chief Executive and/or any other committee or working party of ODBST.
9. To consider and explore all means of external finance available to the Trust.
10. To consider expenditure at levels which exceed the Chief Finance Officer'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 Chief Finance Officer, 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, 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. FRAPP to be made aware of Admissions appeals at schools, with the LGB handling this locally.
16. 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 Head of Governance.
17. To review annually all insurance arrangements for the Trust.
18. 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.
19. To recommend the annual review of Internal/External auditors to the Board, prior to the AGM.
20. To recommend the triennial appointment of Internal/External Auditors to the Board.
21. To recommend the annual Audit Plan to the Board.
22. To approve and oversee the Business Continuity Plan, as proposed by the Chief Executive Officer.
23. To review the Risk Register on at least an annual basis, and the High Level Risk Register at every meeting.
24. To agree the Annual Report and Accounts (in accordance with DfE/ESFA, Companies Act and Charity Commission requirements, as prepared by the Chief Finance Officer and Auditors) for approval by the Board and AGM and approve the procedure for their submission.

### **Property and other areas**

25. 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.
26. To recommend to the Board updates to the Trust's Health & Safety Policy.
27. To oversee the operation of the Health & Safety Policy, including wellbeing, with respect to centrally-employed staff.
28. To oversee the Health & Safety action plans, including wellbeing, of the individual school and ensuring that the Trust takes all reasonable steps to comply with the Health and Safety at Work Act (1974) and related legislation.
29. To recommend the appointment of Property Services providers to the Board.
30. To oversee and monitor property services contracts, implementing the planned site maintenance strategy on behalf of the Board.
31. To oversee and monitor property services contractors implementing new build capital projects in the Trust's planned development programme and strategy.

### **Pay and Conditions**

32. 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.
33. 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.

34. To review and recommend to the Board changes to the pay policy, having taken appropriate consultation through the Trust's consultative mechanism.
35. To establish arrangements and monitoring facilities to achieve the aims of the Trust's pay policy in a fair and equitable manner.
36. 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.
37. To consider and approve recommendations for discretionary payments.
38. To consider and approve changes to job grading for existing/new posts.

#### **Personnel**

39. 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. appraisal, disciplinary, equality.
40. To approve a procedure for establishing appointment panels, where required, for staff at Headteacher and Deputy/ Assistant Headteacher level.
41. To advise the Trust on the implication(s) of any changes in employment legislation affecting its operation and activity.
42. To receive, consider and approve changes to the management structure of the Trust's schools.
43. To be notified of any disciplinary/grievance, and provide support as appropriate, as set out in the relevant Trust policies.
44. To hear appeals against dismissal, as set out in the Trust's policies

#### **With respect to Other Matters**

45. Self-evaluate the committee's own effectiveness and impact on Trust's performance annually.
46. In exceptional circumstances, for example where the ODBST Calendar of Meetings indicates that there is no immediate meeting of the SEC Committee or the Full ODBST Board, policies that are normally the responsibility of these bodies may be considered, reviewed and approved by the FRAPP subject to the agreement of the appropriate SEC or Full Board Chair.

# Appendix D – Terms of Reference for School Effectiveness Committee (SEC)

## Terms of Reference – School Effectiveness Committee (SEC)

To ensure the Trust Board maintains robust oversight of the quality of education, both academic and spiritual, provided across the Trust, it has delegated responsibility to the School Effectiveness Committee (SEC) to deal with any matter falling within its terms of reference. With regards to School Improvement, to additionally ensure that Christian distinctiveness is upheld in church schools and permeates all aspects of school improvement. With regards to Curriculum and Ethos, to ensure that the distinctive Christian values of ODBST are upheld and supported in its schools and through SIAMS.

## Membership

The Trust Board appoints the committee's membership which is composed of a minimum of three Trustees who possess the skills, knowledge and experience required to fulfil the committee's delegated remit effectively. The committee may co-opt additional non-voting members to provide specialist skills. The committee may make recommendations for these appointments. The number of Trustees must exceed the number of co-opted members. Employees should not be committee members. The Trust Board appoints the committee Chair for a two-year term of office. An outgoing Chair may stand for re-election. The committee appoints its own Vice-Chair annually.

## Reporting

- The Director for Education is to attend the committee's meetings and report as the responsible officer for educational improvement across the Trust's academies. The Chief Executive Officer may attend the committee's meetings and participate in discussions. The CEO and DE are not committee members and have no voting powers. The Committee may ask the CEO/DE to withdraw and/or invite other staff/advisers to attend to assist it with any issue(s) it wishes to discuss.
- The committee Chair is to formally report to the Trust Board after each 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.

## Quorum and Meeting Frequency

This Trust committee shall meet at least three times per year and a minimum of three Trustees (including either the Committee Chair or Vice-Chair) is required to be quorate. The Trust Board or CEO may ask to convene further meetings if they want the committee's advice on any issue(s). No vote on any matter may be taken unless a quorum is present. The Chair has a casting vote.

**Main Duties - see Appendix A Matrix (plus SIAMs/Ofsted Inspection Frameworks) for fuller details**

## With respect to School Improvement

1. To ensure Christian distinctiveness is upheld and permeates all aspects of school improvement.
2. To ensure and review the regular evaluation of schools' attainment, pupil progress, attendance and general improvement via termly reports from the Director of Education.
3. To ensure school targets are appropriately set to maximise attainment and students' progress.
4. To evaluate the schools' 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 school to meet agreed targets.
5. To ensure that all reasonable measures are taken to ensure that students' 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 School Development Plan is written and in place and implemented and regularly monitored and reviewed at Local Governing Body 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 schools (e.g. Oxford Brookes School of Education, Challenge Partners etc.)

9. To evaluate summative information on the performance of its schools comparing this to national benchmark figures.
10. To ensure that school improvement resources are properly prioritised.
11. To be made aware of school Exclusions and actions taken where necessary

### **With respect to Curriculum & Ethos**

12. To monitor the effectiveness and impact of partnerships between key stakeholders.
13. To support and monitor schools' empowerment of children and young people particularly through pupil voice.
14. To monitor the effectiveness of school to home communication, with a focus on how effectively the school communicates its values to the parents and wider community, thereby ensuring quality communication through listening to parents in the community and responding to need.
15. To promote and develop and evaluate the effectiveness of links between schools and local parish churches (CE schools).
16. To monitor the pastoral care and safeguarding of children in schools.
17. To monitor how schools meet the needs of learners through their ethos and unique set of values and, for church schools, their distinctive Christian character.
18. To ensure that all ODBST schools are compliant with statutory safeguarding requirements and strategies.
19. To support and develop the Spiritual, Moral, Social and Cultural aspects of schools, including the provision and impact of collective worship.
20. To monitor personal development, behaviour and welfare outcomes across the Trust.
21. To provide Relationships and Sex Education, and Equality and Diversity Policies for schools, monitoring and reviewing their implementation.
22. To promote and develop links between schools and faith organisations.
23. To monitor and critically evaluate the vision and values of the trust, ensuring effective communication of them to schools and other stakeholders.
24. To work collaboratively with the Diocesan Board of Education to support the fulfilment of its core aims and statutory responsibility for church schools.

### **With respect to Other Matters**

25. Self-evaluate the Committee's own effectiveness and impact on Trust's performance annually.
26. 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 SEC subject to the agreement of the appropriate FRAPP or Full Board Chair.
27. 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
  - a school
  - students or parents/carers at a school
  - 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.

