

# Terms of Reference for Local Governing Bodies

Adopted by resolution of the Board on

2015

## 1. INTRODUCTION

- 1.1 Brite Trust (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who are accountable to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.
- 1.2 Newall Green Primary School is currently the sole academy operated by the Trust:
- 1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Body (“LGB”) for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “Articles”).
- 1.4 The Trustees may review these terms of reference at any time but shall review them at least annually.
- 1.5 These terms of reference may only be amended by the Board of Trustees.

## 2. CONSTITUTION OF THE LGBs

- 2.1 Members of the LGB shall be known as “governors”.
- 2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time
- 2.3 Subject to clause 2.2, the composition of the Local Governing bodies for the Academies shall be as follows:
  - 2.3.1 the Principal of the Academy (or the CEO if no such person is appointed);
  - 2.3.2 up to 2 staff governors;
  - 2.3.3 up to 2 parent governors; and

2.3.4 up to seven Trust appointed governors, which shall be appointed in accordance with clause 3 of Schedule 2.

2.5 The procedure for the appointment and the removal of governors shall be as set out in Annex 1.

### **3. PROCEEDINGS OF THE LGB**

The proceedings for meetings of the LGB shall be as set out in Annex 2.

### **4. RELATIONSHIP BETWEEN THE BOARD AND LGB**

4.1 The LGB shall in carrying out its role:

4.1.1 promote high standards and aim to ensure that students and pupils are attending a successful school which provides them with a good education and supports their well-being;

4.1.2 be responsible to the Trustees for its actions and follow the expectations of governors as laid down by the Trustees;

4.1.3 aim to establish that it is competent, accountable, independent and diverse that promotes best practice in governance; and

4.1.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics;

4.2 The Trustees shall support the work of the LGB by:

4.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision;

4.2.2 ensuring that systems are put in place to allow the governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Principal/Head of School and the senior leadership team of the Academy; and

4.2.3 ensuring that the governors have access to high quality training.

- 4.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an LGB they may amongst other actions:
- 4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees;
  - 4.3.2 suspend or remove any or all of the matters delegated to the LGB;
  - 4.3.3 suspend or remove any or all of the governors of the relevant LGB;
- 4.4 The Trustees may require a governance action where:
- 4.4.1 the Academy has a deficit budget (both revenue and capital) in excess of £50,000;
  - 4.4.2 there is a change to the Ofsted category of the Academy;
  - 4.4.3 the Trustees (acting reasonably) have concerns about the governance of the Academy or the senior management of the Academy
  - 4.4.4 the Academy has failed to hit the objectives set out in its Academy Improvement Plan;
  - 4.4.5 the LGB act outside its delegated powers and limitations;
- 4.5 The Trustees may vary the matters delegated where:
- 4.5.1 any of the events set out in clauses 4.4.1 to 4.4.4 occur;
  - 4.5.2 the LGB are in breach of these terms of reference;
- 4.6 The Trustees may remove governors where:
- 4.6.1 any of the events set out in clauses 4.4.1 to 4.4.4 occur;
  - 4.6.2 the Academy is in material breach of its funding arrangements;
  - 4.6.3 the LGB is in material breach of these terms of reference or has persistently breached these terms of reference.
  - 4.6.4 a governor is in breach of the code of practice of the LGB
- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the LGB.

## 5 DELEGATED POWERS

### General principles

- 5.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:
- 5.1.1 ensure that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
  - 5.1.2 promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees from time to time;
  - 5.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
  - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
  - 5.1.5 be open about decisions and be prepared to justify those decisions;
  - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and
  - 5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.
- 5.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- 5.4 The powers retained by the Trust and delegated from the Trustees to the LGBs in connection with "Supporting Academies" (being those judged by OFSTED to be Grade 1 (Outstanding) or Grade 2 (Good) with outstanding leadership and maintaining that judgment over time) shall be delegated the powers set out in Annex 3.

5.5 The Trustees (acting reasonably) may determine at their sole discretion the powers retained by the Trust and delegated to LGBs on a case by case basis for the following types of schools (which will be assessed using the principles set out in clause 5.8:-

**“Good Academies”** - those adjudged by Ofsted to be Grade 2 or those which are adjudged by Ofsted to be Grade 1, but by the Trustees to be Grade 2.

**“Academies Requiring Improvement”** those adjudged by Ofsted to be Grade 3 (Requires Improvement)

**“Inadequate Academies”** those adjudged by Ofsted to be Grade 4 (Inadequate)

5.6 The Trustees will consult with the Academy and act in good faith when it decides which category the Academy should be placed in or moved to taking into account:

- (a) the most recent OFSTED report will be taken into account;
- (b) current SATS results and the trend over time;
- (c) academy results in relation to Floor Targets;
- (d) validated RAISE data
- (e) narrowing the Gap Data
- (f) Fischer Family Trust data (where available)
- (g) Academies own internal data on progression and attainment
- (h) Data on the quality of lessons (as defined by OFSTED)
- (i) Quality of Leadership and Management
- (j) Views of any external (to the school) school improvement sources
- (k) Any other data that BRITE may consider relevant may be taken into account.

5.5 The Trustee shall arrange for the following support to be given to the following categories of Academies:

**Good Academies** - will be provided with ongoing support to enable them to progress to “Outstanding”. This will be through programmes of mutual support with Outstanding Academies, other Good Academies and other School Improvement Partners. These partners would be commissioned on case by case basis to carry out school improvement work, to address the development plan and to raise standards.

**Academies Requiring Improvement** - will require significant support within the Trust to address the identified needs. The objective will be to provide on-going support and incentives to help them progress to Good or Outstanding. The Executive Principal and the Principal will be required to produce an Academy Improvement plan with “SMART” but challenging targets and milestones. The OFSTED support given to all Academies Requiring Improvement will be built upon through on-going interactions with Outstanding Schools, other Good Academies as well as other School Improvement Partners to address their development plan and needs. There will be a concerted effort to move these schools to a higher category as judged by OFSTED

In addition there will be on-going interactions with Outstanding Academies, other Good Academies and other School Improvement Partners to address their development plan. These partners would be commissioned on a case by case basis to carry out school improvement. The principle will be for these schools to provide a high quality education to the pupils and earn greater autonomy from Trust by improving. Academies may only be in this category for a maximum of 2 years before the Trust will take control to ensure the academy improves. These measures may be any that the Trust sees as appropriate having followed the procedure for assigning a category in clause 5.6 above.

**Inadequate Academies** require the maximum support within the Trust. The CEO and the Principals will be required to produce an Academy Improvement Plan with SMART but challenging targets and milestones. The support given to all “Inadequate AC will be built upon through on-going interactions with Outstanding Academies, other Good Academies as well as other School improvement partners to address their development plan and needs. These partners would be commissioned on a case by case basis to carry out school improvement. There will be a concerted effort to move these Academies to a higher category as judged by OFSTED very quickly.

The principle will be to address the issues identified, provide a high quality education to the pupils and earn greater autonomy from BRITE by improving.

5.6 For the avoidance of doubt, where a power is not expressly delegated to the **CEO**, any **LGB** or **Principal** it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3 or Annex 4.

5.7 Trustees reserve the right to remove or alter any *delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.*

5.8 Notwithstanding the application of any provision of these terms of reference, if the Chair of the LGB or the Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with [the CEO/and the Chair of the Trustees.

## **Annex 1 - Appointment and Removal of Governors**

### **1 Staff governors**

- 1.1 The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

### **2 Parent governors**

- 2.1 Parent governors of the LGB shall be elected by parents of registered pupils at the Academy. He or she must be a parent of, or have parental responsibility for, a pupil at the Academy at the time when he or she is elected.
- 2.2 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.
- 2.3 Where a vacancy for a parent governor is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.4 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy.
- 2.5 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the Academy or,

where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

### **3 Trust Appointed Governors**

3.1 Trust appointed governors of the LGB shall be appointed by the Trustees. He or she must be:

- a) a person who lives or works in the community served by the Academy; or
- b) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the government and success of the Academy.

3.2 The Trustee may not appoint an employee of the Trust as a co-opted governor.

### **4 Term of office**

4.1 The term of office for any governor shall be 4 years, save for the Principal of the Academy (as applicable) who shall remain a governor until he or she ceases to work at the Academy.

4.2 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB.

### **5 Resignation and removal**

5.1 A person serving on the LGB shall cease to hold office if:

- a) he resigns his office by giving notice in writing to the clerk of the LGB;
- b) the Principal or a staff governor ceases to work at the Academy;
- c) the Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the Academy.

5.2 For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the Academy.

## **6 Disqualification of governors of the LGB**

6.1 A person shall be disqualified from serving on the LGB if he would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

## **7 Appointment and removal of Chair and Vice Chair**

7.1 The Chair and Vice Chair of the LGB shall be appointed by the Trustees and may be removed from office by the Trustees at any time.

7.2 The term of office of the Chair and Vice Chair shall be **2** years. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.

7.3 The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:

- a) he ceases to serve on the LGB;
- b) he is employed by the Trust whether or not at the Academy; or
- c) in the case of the Vice Chair, he is appointed to fill a vacancy in the office of the Chair.

7.4 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

## **8 Committees**

8.1 Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.

8.2 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Principal or any other holder of an executive office, such of their powers or functions as

they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

## **Annex 2 - Proceedings of the LGB**

### **1. Meetings**

- 1.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 1.2 Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance

of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.

- 1.3 Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that he has given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment.
- 1.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.

## **2. Quorum**

The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of governors of the LGB at the date of the meeting, which must include at least one governor appointed by the Trust.

## **3. Voting**

- 3.1 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- 3.2 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

## **4 Conflicts of Interest**

- 4.1 Any governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as defined below)) which conflicts or may conflict with his duties as a governor of the LGB shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.2 A governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

## **5 Minutes of meetings**

- 5.1 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 5.2 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Clerk of the Directors.



### Annex 3 - Table of delegated authority & decision tables.

Table of Delegated Authority	BRITE Trust				Financial Administration							
	Function	Board of Directors	Business Operations Committee	Nominated Directors	CEO	ABM/Administrator	Exec Head with Chair of BRITE	Administrators	Heads of Academy	Caretaker	Kitchen	Budget Holders
<b>Spending decisions</b>												
Authorise spending: routine recurrent items*		√		√	√							
Authorise spending on approved costed items provided in current years budget.*	√		√	√	√							√ £%
Authorise spending on other items (non routine /not identified in plan)*	√	£50,000		£5,000		£10,000						
Open tenders			√	√	√	√		√				
Evaluate tenders			√	A		√		√				
Accept tenders			√	√	A	√		A				
Receive goods				√	√		√		√	√	√	
Verify invoices					√		A					
Certify spending at "2"				√	√							
Petty cash authorise payments				√ £200	√ £200			£200				
BRITE Charge Card payments					√ £200							
BRITE Charge Card payment over £200 Head to countersign				Countersign	√							
Ensure correct attribution of costs				√S	√							
<b>Income</b>												
Approve write offs	√	R		£500								
<b>Virement</b>												
Authorise virement	√	4%		1%		2%						

Function	Board of Directors	Business Operations	Oper	Nominated	CEO	ABM/Administrator	Exec Head	Administrators	Heads of School	Caretaker	Kitchen	Budget Holders
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<b>Asset protection</b>											
Security of Property				√S	√		A	√	√	A	
Security of Cash				√S	√		A			A√	
Data protection registration				√							
Compliance with data protection rules				√O	√						
Maintain back-up of data				√O							
Maintain security of data				√O	√			√			
Maintenance of Inventories				√	√		A				√
Checking and certification				√							

\*Subject to compliance with Directors' Best Value requirements

**Table of Delegated Authority – BRITE  
Financial Management**

Function	Board of Directors	Business Operations Committee	Nominated Dirs	CEO	Academy Local Boards	ABM/Administrators	Company Secretary	Budget holders	Heads of Academy
Comply with Financial Regulations	√	√	√	√	√	√	√	√	√
Comply with Minimum Standards	√	√	√	√	√	√	√	√	√
Ensure separation of duties				√	√	A			√
Ensure internal controls operate correctly				√	√	A		A	A
<i>Ensure Director' Policies are complied with</i>	√	√	√	√	√	√	√	√	√
<b>3 Year Development plan: updated annually</b>									
Prepare budget plans including costings (new + next 2 yrs)				√	√	A			A
Sets spending priorities	√								
Approves costed items for new year budget	√								
<i>Review plan outcomes</i>	√	√	√	A	A	A			
<b>Annual Revenue Budget</b>									
Prepare				√	√	A			√
Approve	√	R							
Monitor		√			√				√
<b>Register of Interests</b>						A	√		
<b>Register of Eligibility to Serve</b>							√		
<b>School Census</b>				√		A			

Key to all tables

Frequency	Functions
O =Ongoing	O = Oversee
W = Weekly	S = Supervises
M = Monthly	R = Recommends
H = each half term	C = Co-ordinates
T = Termly	√ = does
Y= as soon as possible after Year-end	A =Assists as required
	* Acts within delegated powers and if required

The Directors require that all purchasing decisions are made after adequate market testing or research. Quotations and tenders as appropriate are required as shown below. A note of Written quotes for lower value items should be made and retained.

Estimated value of goods or services	Number of quotes required
£1000 - £5,000	2 Written Quotes
£5,000 - £10,000	3 Written Quotes
£10,000 - £50,000	3 formal quotations to be submitted in writing by a specified date and time and based on a written specification and evaluation criteria.
£50,000 to EU Threshold	4 Tenders
Over EU Threshold	5 Tenders

**Table of Delegated Authority**

**BRITE Trust**

**School funds**

Function	Board of Directors	Business Operations Committee	Nominated Govs	CEO	ABM/Administrators	Company Secretary
<b>School fund/non public funds</b>						
Appoint auditor	√	R				
Set objectives	√			√		
Custody and control of fund					√	
Receive management reports					√	
Presents accounts for audit (within 2 month of period end)	√	√				
Receive audit reports and certificate (within 3 months of period end)						
Authorise spending: routine recurrent items				√	√	
Authorise spending on other items	√	√ £400 Primary		√ £400 Primary		
Authorise bank accounts & signatories	√					
Security of Cash				O	√	

**Table of Delegated Authority BRITE Trust**

**Budget Monitoring**

		BoD		Business Operations Committee		CEO		ABM/ Administrators		Budget Holders
		Frequency		Frequency		Frequency		Frequency		Frequency
Maintenance of records					S	M	√	W		
Download of Data from Bank					S	M	√	W		
Reconciliation of Data					S	M	√	W		
Updates forecasts & resource forecast model					S	H	√	H		
Monitoring of budget lines/cost centres					S	M	√	M	√	M
Maintain forecast of year-end position.					S	O	√	O	√	O
Initiates management action*					√					
Prepares formal budget monitoring statement					S	H	√	M		
Prepares commentary					S	H	√	M		A
Presents updated resource forecast model					S	H	√	H		
Receives report	√	T	√	H						
Initiates management action* /makes recommendations to Directors			√	H						
Approve report	√	T								
Amend Development Plan (if req)	√									
Outturn report	√	Y			√	Y	A	Y		

## DECISION TABLES

*Note: The Local Board Decision Planner for BRITE Academies and Schools Joining BRITE which are rated as being 'Inadequate' by OFSTED shall be determined by the Main Board on a case by case basis, in accordance with the overall strategy employed in trying to improve that Academy.*

Local Board Decision Planner for BRITE Academies and Schools Joining BRITE which **Requires Improvement**

<b>Key</b>	
Level 1	= powers/decisions reserved by Board
Level 2	= powers/decisions delegated to Local Board (LB) but requiring Board consent
Level 3	= powers/decisions delegated to the LB and actions reported to Board
Level 4	= powers/decisions fully delegated to LB
Level 5	= powers/decisions fully delegated to the Principal and actions reported to LB

All academies must ensure that their financial and other arrangements comply with the current financial regulations, standing orders and schemes of delegation. If any doubt exists speak to the Chair / Vice Chair of BRITE Trust before any action or decision.

		Actions / Tasks	Decision level				
Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>School improvement</b>	1	To agree an academy improvement plan which looks in detail at the next 12 months, has actions looking 3 years ahead and has strategies for 5 years		✓			
	2	To cost the academy improvement plan for the next 12 months in the detail of the academy budget and		✓			

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
		ensure the 3 and 5 year plans are aspirational and affordable					
<b>School organisation</b>	3	To set the times of school sessions and the dates of school terms and holidays		✓			
	4	To publish statutory information e.g. pupil premium, phonics scheme used etc.				✓	
	5	To ensure the provision of free school meals to those pupils meeting the criteria				✓	
<b>Religious education and collective worship</b>	6	Responsibility for ensuring provision of RE in line with Academy basic curriculum and the local SACRE				✓	
	7	To ensure daily collective worship is carried out (where appropriate)				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Curriculum</b>	8	To agree a broad and balanced curriculum taught to all pupils and consider any disapplication for pupil(s)			✓		
	9	To implement the curriculum policy					✓ EP and HoA
	10	To agree which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)				✓	
	11	To agree a written policy on the provision of sex education				✓	
	12	To prohibit political indoctrination and ensure the balanced treatment of political issues				✓	
	13	To prohibit the teaching of creationism as evidence based theory				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Pupil achievement</b>	14	Responsibility for children's education	✓				
	15	Responsibility for individual child's education					✓ EP and HoA
	16	To set and publish targets for pupil academic achievement			✓		
	17	To monitor pupils' academic achievement including both attainment and progress, relative to pupil starting points			✓		
<b>Behaviour and safety</b>	18	To agree behaviour, discipline and exclusion policies				✓	
	19	To monitor the effectiveness of the school's actions to prevent and tackle all forms of bullying, harassment and discrimination including cyber-bullying and prejudice-based bullying				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	20	To monitor pupils' attitude to learning, behaviour and attitudes to staff and each other				✓	
	21	To monitor whether pupils feel safe and their ability to assess and manage risk appropriately and to keep themselves safe				✓	
	22	To monitor the overall and persistent absence and attendance rates				✓	
	23	To exclude a pupil fixed term (less than 45 days in total a year) or permanently					✓ EP and HoA
	24	To consider certain exclusions and any representations (must consider any pupil excluded permanently or for more than 5 days) NB: LB must act through the pupil discipline committee				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	25	To agree and implement an appeals process for excluded pupils and direct reinstatement of pupils where appropriate	✓				
	26	To monitor the effectiveness of safeguarding arrangements and ensure appropriate arrangements for child protection are in place			✓		
	27	To agree and implement a policy for safe recruitment	✓				
	28	To discharge duties in respect of pupils with special needs by appointing a "responsible person"					✓ EP and HoA
<b>Quality of Teaching</b>	29	To put in place appropriate monitoring strategies to evaluate the quality of teaching and challenge underperformance					✓ EP and HoA
	30	To provide reports to BRITE at intervals to be decided by BRITE in consultation with the Diocese Professional Officers			✓		

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Personnel</b>	31	To appoint the Principal (selection panel)	✓				
	32	To appoint a Head of Academy / Senior Management (selection panel)		✓ EP			
	33	To appoint other teachers			✓ EP and HoA		
	34	To appoint non-teaching staff			✓ EP and HoA		
	35	To agree performance management, appraisal and salary progression policies	✓				
	36	To performance manage the Principal, including determining the Principal's pay discretions, using the Education (School Teachers' Appraisal) (England) Regulations 2012	✓				

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	37	To performance manage the senior management team, including determining pay discretions, using the Education (School Teachers' Appraisal) (England) Regulations 2012		✓ BRITE Officer to be part of panel			
	38	To ensure the performance management of all other teaching and non teaching staff				✓	
	39	To authorise other pay discretions and determine staff complement		✓			
	40	To determining dismissal payments/early retirement		✓			
	41	To agree disciplinary/capability procedures	✓				
	42	To agree grievance and whistle blowing procedures	✓				

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	43	To manage any claims and disputes with staff members	✓				
	44	To suspend / end the suspension of the Principal	✓				
	45	To suspend / end the suspension of other staff (except Principal)			✓		
	46	To dismiss the Principal NB: BRITE must act through Dismissal Committee	✓				
	47	To dismiss other staff NB: BRITE must act through Dismissal Committee			✓		
<b>Finance</b>	48	To prepare and approve the first formal budget plan each financial year		✓			

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	49	To monitor monthly expenditure			✓		
	50	To monitor termly expenditure	✓				
	51	Miscellaneous financial decisions (e.g. write-offs)			✓		
	52	To enter into contracts (above Principals' set financial limit) in accordance with the Standing Financial Instructions and Financial Procedures				✓	
	53	To enter into contracts (below Principal's and or the Head of Academy's set financial limit) in accordance with the Standing Financial Instructions and Financial Procedures					✓ EP and HoA

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	54	To make payments in such manner as shall be most beneficial for the achievement of the Object					✓ EP and HoA
	55	To set a charging and remissions policy			✓		
	56	To procure all required categories of insurance (the cost to be borne by the Academy)		✓			
	57	To investigate financial irregularities (Principal suspected)	✓				
	58	To investigate irregularities (others suspected)			✓		
<b>Premises</b>	59	To agree a premises strategy that will identify the suitability of building and facilities in light of long term curriculum needs and to ensure the buildings and facilities are			✓		

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
		maintained to a good standard					
	60	Maintenance of the Academy's buildings, land and facilities to a high standard			✓		
	61	To endeavour to secure capital investment			✓		
	62	To dispose or acquire land or interests in land to be used by the school	✓				
	63	To ensure health and safety issues are met			✓		
<b>Admissions</b>	64	To agree an admissions policy		✓			
	65	To implement the admissions policy and manage admission appeals			✓		
	66	To appeal against LA directions to admit pupil(s)			✓		
<b>Local Board (LB) procedures</b>	67	To appoint (and remove) the chair of the LB	✓				
	68	To appoint and dismiss the clerk to the LB		✓			

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	69	To hold a LB meeting once a term, or more often as required by BRITE				✓	
	70	To regulate the LB's procedures	✓				
	71	To keep under review the establishment, terms of reference and membership of committees		✓			
	72	To set up a Register of LB members' business interests			✓		
	73	To audit LB members' skills			✓		
	74	To approve and set up a LB members' expenses scheme.			✓		

## DECISION TABLES

This Decision table refers to 5.1.1 in the GILT scheme of delegation.

Local Board Decision Planner for BRITE Academies and Schools Joining BRITE which are **Good**

<b>Key</b>	
Level 1	= powers/decisions reserved by Board
Level 2	= powers/decisions delegated to Local Board (LB) but requiring Board consent
Level 3	= powers/decisions delegated to the LB and actions reported to Board
Level 4	= powers/decisions fully delegated to LB
Level 5	= powers/decisions fully delegated to the Principal and actions reported to LB

All academies must ensure that their financial and other arrangements comply with the current financial regulations, standing orders and schemes of delegation. If any doubt exists speak to the Chair / Vice Chair of BRITE Trust before any action or decision.

		Actions / Tasks	Decision level				
Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>School improvement</b>	1	To agree an academy improvement plan which looks in detail at the next 12 months, has actions looking 3 years ahead and has strategies for 5 years			✓		
	2	To cost the academy improvement plan for the next 12 months in the detail of the academy budget and ensure the 3 and 5 year plans are aspirational and affordable			✓		

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>School organisation</b>	3	To set the times of school sessions and the dates of school terms and holidays			✓		
	4	To publish statutory information e.g. pupil premium, phonics scheme used etc.				✓	
	5	To ensure the provision of free school meals to those pupils meeting the criteria				✓	
<b>Religious education and collective worship</b>	6	Responsibility for ensuring provision of RE in line with Academy basic curriculum and the local SACRE				✓	
	7	To ensure daily collective worship is carried out (where appropriate)				✓	
<b>Curriculum</b>	8	To agree a broad and balanced curriculum taught to all pupils and consider any disapplication for pupil(s)				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	9	To implement the curriculum policy					✓ EP and HoA
	10	To agree which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)				✓	
	11	To agree a written policy on the provision of sex education				✓	
	12	To prohibit political indoctrination and ensure the balanced treatment of political issues				✓	
	13	To prohibit the teaching of creationism as evidence based theory				✓	
<b>Pupil achievement</b>	14	Responsibility for children's education				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	15	Responsibility for individual child's education					✓ EP and HoA
	16	To set and publish targets for pupil academic achievement				✓	
	17	To monitor pupils' academic achievement including both attainment and progress, relative to pupil starting points				✓	
<b>Behaviour and safety</b>	18	To agree behaviour, discipline and exclusion policies				✓	
	19	To monitor the effectiveness of the school's actions to prevent and tackle all forms of bullying, harassment and discrimination including cyber-bullying and prejudice-based bullying				✓	
	20	To monitor pupils' attitude to learning, behaviour and attitudes to staff and each other				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	21	To monitor whether pupils feel safe and their ability to assess and manage risk appropriately and to keep themselves safe				✓	
	22	To monitor the overall and persistent absence and attendance rates				✓	
	23	To exclude a pupil fixed term (less than 45 days in total a year) or permanently					✓ EP and HoA
	24	To consider certain exclusions and any representations (must consider any pupil excluded permanently or for more than 5 days) NB: LB must act through the pupil discipline committee				✓	
	25	To agree and implement an appeals process for excluded pupils and direct reinstatement of pupils where appropriate	✓				

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	26	To monitor the effectiveness of safeguarding arrangements and ensure appropriate arrangements for child protection are in place				✓	
	27	To agree and implement a policy for safe recruitment	✓				
	28	To discharge duties in respect of pupils with special needs by appointing a "responsible person"					✓ EP and HoA
<b>Quality of Teaching</b>	29	To put in place appropriate monitoring strategies to evaluate the quality of teaching and challenge underperformance					✓ EP and HoA
	30	To provide reports to BRITE at intervals to be decided by BRITE in consultation with the Diocese Professional Officers			✓		
<b>Personnel</b>	31	To appoint the Principal (selection panel)	✓			✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	32	To appoint a Deputy Principal / Senior Management (selection panel)		✓ EP			
	33	To appoint other teachers			✓ EP and HoA		
	34	To appoint non-teaching staff				✓	
	35	To agree performance management, appraisal and salary progression policies	✓				
	36	To performance manage the Principal, including determining the Principal's pay discretions, using the Education (School Teachers' Appraisal) (England) Regulations 2012	✓				
	37	To performance manage the senior management team, including determining pay discretions, using the Education (School Teachers'			✓ EP and HoA		

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
		Appraisal) (England) Regulations 2012					
	38	To ensure the performance management of all other teaching and non teaching staff				✓	
	39	To authorise other pay discretions and determine staff complement			✓		
	40	To determining dismissal payments/early retirement			✓		
	41	To agree disciplinary/capability procedures	✓				
	42	To agree grievance and whistle blowing procedures	✓				

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	43	To manage any claims and disputes with staff members			✓		
	44	To suspend / end the suspension of the Principal	✓				
	45	To suspend / end the suspension of other staff (except Principal)				✓	
	46	To dismiss the Principal NB: BRITE must act through Dismissal Committee	✓				
	47	To dismiss other staff NB: BRITE must act through Dismissal Committee				✓	
<b>Finance</b>	48	To prepare and approve the first formal budget plan each financial year		✓			

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	49	To monitor monthly expenditure				✓	
	50	To monitor termly expenditure	✓				
	51	Miscellaneous financial decisions (e.g. write-offs)				✓	
	52	To enter into contracts (above Principal's set financial limit) in accordance with the Standing Financial Instructions and Financial Procedures				✓	
	53	To enter into contracts (below Principal's and or the Head of Academy's set financial limit) in accordance with the Standing Financial Instructions and Financial Procedures					✓ EP and HoA

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	54	To make payments in such manner as shall be most beneficial for the achievement of the Object					✓ EP and HoA
	55	To set a charging and remissions policy				✓	
	56	To procure all required categories of insurance (the cost to be borne by the Academy)			✓		
	57	To investigate financial irregularities (Principal suspected)	✓				
	58	To investigate irregularities (others suspected)			✓		
<b>Premises</b>	59	To agree a premises strategy that will identify the suitability of building and facilities in light of long term curriculum needs and to ensure the buildings and facilities are				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
		maintained to a good standard					
	60	Maintenance of the Academy's buildings, land and facilities to a high standard				✓	
	61	To endeavour to secure capital investment				✓	
	62	To dispose or acquire land or interests in land to be used by the school	✓				
	63	To ensure health and safety issues are met				✓	
<b>Admissions</b>	64	To agree an admissions policy		✓			
	65	To implement the admissions policy and manage admission appeals				✓	
	66	To appeal against LA directions to admit pupil(s)				✓	
<b>Local Board (LB) procedures</b>	67	To appoint (and remove) the chair of the LB			✓		
	68	To appoint and dismiss the clerk to the LB			✓		

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	69	To hold a LB meeting once a term, or more often as required by BRITE				✓	
	70	To regulate the LB's procedures	✓				
	71	To keep under review the establishment, terms of reference and membership of committees			✓		
	72	To set up a Register of LB members' business interests				✓	
	73	To audit LB members' skills				✓	
	74	To approve and set up a LB members' expenses scheme.				✓	

## DECISION TABLES

This Decision table refers to 5.1.1 in the GILT scheme of delegation.

Local Board Decision Planner for BRITE Academies and Schools Joining BRITE which are **Outstanding**

<b>Key</b>	
Level 1	= powers/decisions reserved by Board
Level 2	= powers/decisions delegated to Local Board (LB) but requiring Board consent
Level 3	= powers/decisions delegated to the LB and actions reported to Board
Level 4	= powers/decisions fully delegated to LB
Level 5	= powers/decisions fully delegated to the Principal and actions reported to LB

All academies must ensure that their financial and other arrangements comply with the current financial regulations, standing orders and schemes of delegation. If any doubt exists speak to the Chair / Vice Chair of BRITE Trust before any action or decision.

		Actions / Tasks	Decision level				
Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>School improvement</b>	1	To agree an academy improvement plan which looks in detail at the next 12 months, has actions looking 3 years ahead and has strategies for 5 years			✓		
	2	To cost the academy improvement plan for the next 12 months in the detail of the academy budget and ensure the 3 and 5 year plans are aspirational and affordable			✓		

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
<b>School organisation</b>	3	To set the times of school sessions and the dates of school terms and holidays			✓		
	4	To publish statutory information e.g. pupil premium, phonics scheme used etc.				✓	
	5	To ensure the provision of free school meals to those pupils meeting the criteria				✓	
<b>Religious education and collective worship</b>	6	Responsibility for ensuring provision of RE in line with Academy basic curriculum and the local SACRE				✓	
	7	To ensure daily collective worship is carried out (where appropriate)				✓	
<b>Curriculum</b>	8	To agree a broad and balanced curriculum taught to all pupils and consider any disapplication for pupil(s)				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	9	To implement the curriculum policy					✓ EP and HoA
	10	To agree which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)				✓	
	11	To agree a written policy on the provision of sex education				✓	
	12	To prohibit political indoctrination and ensure the balanced treatment of political issues				✓	
	13	To prohibit the teaching of creationism as evidence based theory				✓	
<b>Pupil achievement</b>	14	Responsibility for children's education				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	15	Responsibility for individual child's education					✓ EP and HoA
	16	To set and publish targets for pupil academic achievement				✓	
	17	To monitor pupils' academic achievement including both attainment and progress, relative to pupil starting points				✓	
<b>Behaviour and safety</b>	18	To agree behaviour, discipline and exclusion policies				✓	
	19	To monitor the effectiveness of the school's actions to prevent and tackle all forms of bullying, harassment and discrimination including cyber-bullying and prejudice-based bullying				✓	
	20	To monitor pupils' attitude to learning, behaviour and attitudes to staff and each other				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	21	To monitor whether pupils feel safe and their ability to assess and manage risk appropriately and to keep themselves safe				✓	
	22	To monitor the overall and persistent absence and attendance rates				✓	
	23	To exclude a pupil fixed term (less than 45 days in total a year) or permanently					✓ EP and HoA
	24	To consider certain exclusions and any representations (must consider any pupil excluded permanently or for more than 5 days) NB: LB must act through the pupil discipline committee				✓	
	25	To agree and implement an appeals process for excluded pupils and direct reinstatement of pupils where appropriate	✓				

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	26	To monitor the effectiveness of safeguarding arrangements and ensure appropriate arrangements for child protection are in place				✓	
	27	To agree and implement a policy for safe recruitment	✓				
	28	To discharge duties in respect of pupils with special needs by appointing a "responsible person"					✓
<b>Quality of Teaching</b>	29	To put in place appropriate monitoring strategies to evaluate the quality of teaching and challenge underperformance					✓
	30	To provide reports to BRITE at intervals to be decided by BRITE in consultation with the Diocese Professional Officers			✓		
<b>Personnel</b>	31	To appoint the Principal (selection panel)	✓			✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	32	To appoint a Deputy Principal / Senior Management (selection panel)		✓ EP			
	33	To appoint other teachers			✓ EP and HoA		
	34	To appoint non-teaching staff				✓	
	35	To agree performance management, appraisal and salary progression policies	✓				
	36	To performance manage the Principal, including determining the Principal's pay discretions, using the Education (School Teachers' Appraisal) (England) Regulations 2012	✓				
	37	To performance manage the senior management team, including determining pay discretions, using the Education (School Teachers'				✓ EP and HoA	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
		Appraisal) (England) Regulations 2012					
	38	To ensure the performance management of all other teaching and non teaching staff				✓	
	39	To authorise other pay discretions and determine staff complement				✓	
	40	To determining dismissal payments/early retirement				✓	
	41	To agree disciplinary/capability procedures	✓				
	42	To agree grievance and whistle blowing procedures	✓				

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	43	To manage any claims and disputes with staff members			✓		
	44	To suspend / end the suspension of the Principal	✓				
	45	To suspend / end the suspension of other staff (except Principal)				✓	
	46	To dismiss the Principal NB: BRITE must act through Dismissal Committee	✓				
	47	To dismiss other staff NB: BRITE must act through Dismissal Committee				✓	
<b>Finance</b>	48	To prepare and approve the first formal budget plan each financial year		✓			

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	49	To monitor monthly expenditure				✓	
	50	To monitor termly expenditure	✓				
	51	Miscellaneous financial decisions (e.g. write-offs)				✓	
	52	To enter into contracts (above the Principal's financial limit) in accordance with the Standing Financial Instructions and Financial Procedures				✓	
	53	To enter into contracts (below Principal's and or the Head of Academy's set financial limit) in accordance with the Standing Financial Instructions and Financial Procedures					✓ EP and HoA

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	54	To make payments in such manner as shall be most beneficial for the achievement of the Object					✓ EP and HoA
	55	To set a charging and remissions policy				✓	
	56	To procure all required categories of insurance (the cost to be borne by the Academy)			✓		
	57	To investigate financial irregularities (Principal suspected)	✓				
	58	To investigate irregularities (others suspected)				✓	
<b>Premises</b>	59	To agree a premises strategy that will identify the suitability of building and facilities in light of long term curriculum needs and to ensure the buildings and facilities are				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
		maintained to a good standard					
	60	Maintenance of the Academy's buildings, land and facilities to a high standard				✓	
	61	To endeavour to secure capital investment				✓	
	62	To dispose or acquire land or interests in land to be used by the school	✓				
	63	To ensure health and safety issues are met				✓	
<b>Admissions</b>	64	To agree an admissions policy		✓			
	65	To implement the admissions policy and manage admission appeals				✓	
	66	To appeal against LA directions to admit pupil(s)				✓	
<b>Local Board (LB) procedures</b>	67	To appoint (and remove) the chair of the LB			✓		
	68	To appoint and dismiss the clerk to the LB				✓	

Key Function	No.	Tasks	Level 1	Level 2	Level 3	Level 4	Level 5
	69	To hold a LB meeting once a term, or more often as required by BRITE				✓	
	70	To regulate the LB's procedures	✓				
	71	To keep under review the establishment, terms of reference and membership of committees				✓	
	72	To set up a Register of LB members' business interests				✓	
	73	To audit LB members' skills				✓	
	74	To approve and set up a LB members' expenses scheme.				✓	