



**Beacon Academy Trust**

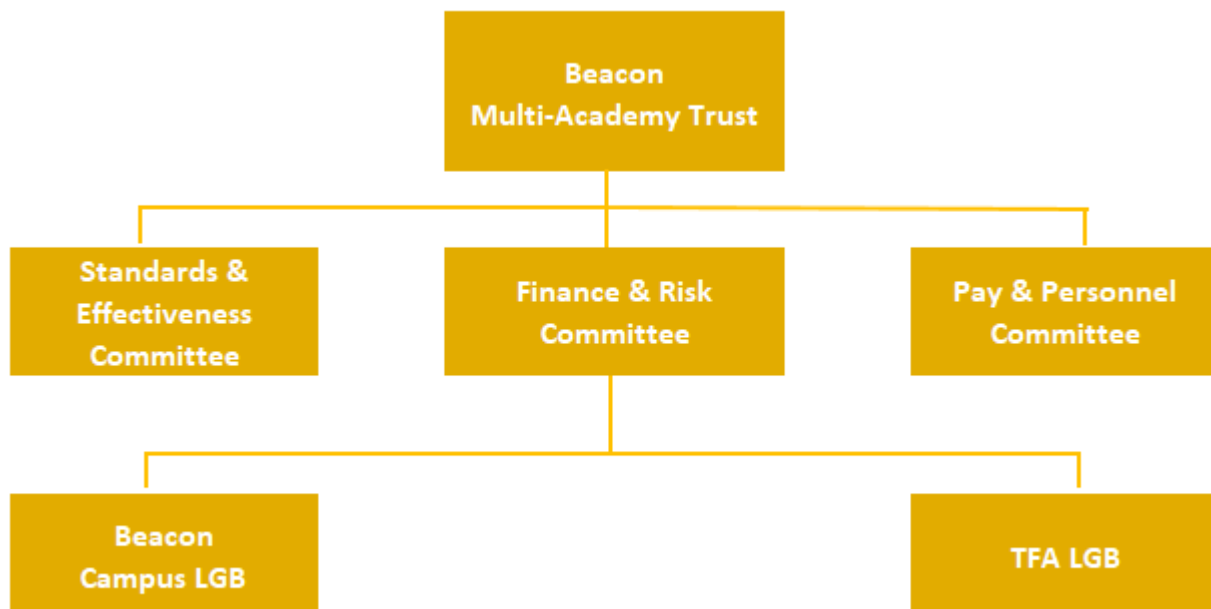
A COMPELLING VISION FOR SUCCESS



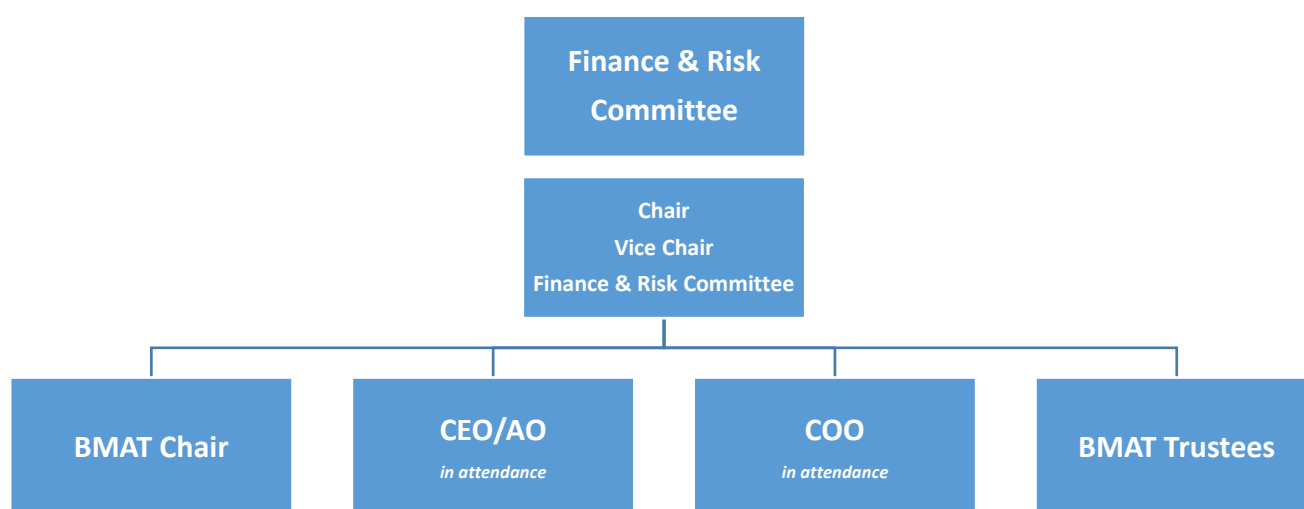
# BMAT STRUCTURE AND TERMS OF REFERENCE



## 1 BMAT STRUCTURE

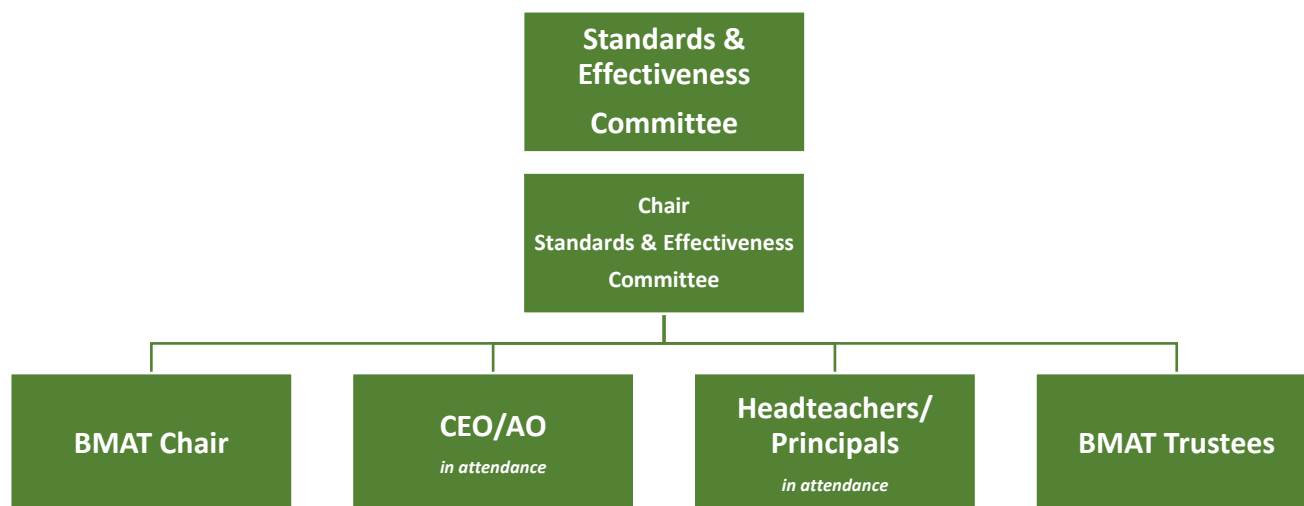


## 2 FINANCE AND RISK COMMITTEE STRUCTURE

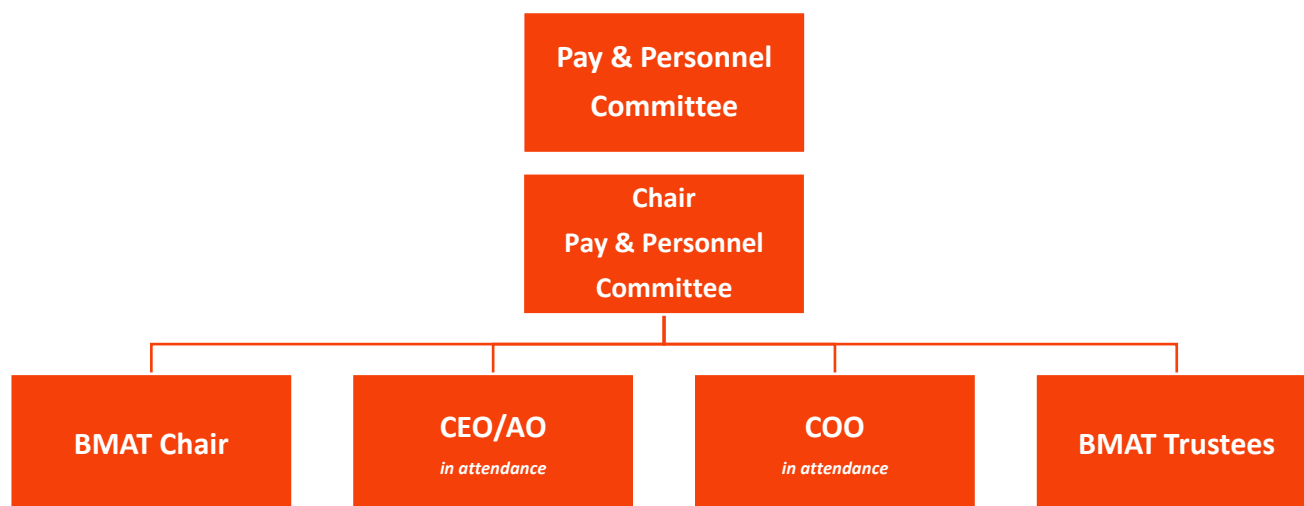




### 3 STANDARDS & EFFECTIVENESS COMMITTEE STRUCTURE



### 4 PAY & PERSONNEL COMMITTEE STRUCTURE





## **BMAT FINANCE & RISK COMMITTEE TERMS OF REFERENCE**

Membership: Maximum Five Trustees

In attendance: Chief Executive Officer/Accounting Officer and Chief Operating Officer

Frequency of meetings: Once per term

Quorum: Three trustees

### **1. MEMBERSHIP**

- 1.1. Have an appropriate mix of skills and experience to allow it to discharge its duties effectively.
- 1.2. Collectively, members of the Committee should have recent, relevant experience in risk management, finance, audit and assurance.
- 1.3. The Chair of the Finance, Audit and Risk Committee shall be appointed/reappointed annually by the Board of Trustees. The Chair should possess relevant financial experience
- 1.4. Members of the Finance and Risk Committee shall be appointed by the Board of Trustees and membership reviewed annually.

### **2. ACCOUNTABILITY AND PURPOSE**

- 2.1. The Finance and Risk Committee is responsible to the Board of Trustees. The main purpose of the Committee is to advise the Board of Trustees on the Trust's assurance framework and their scrutiny and review of the annual accounts.
- 2.2. The Committee will deal with such other financial, audit, risk and H&S, estates management and buildings maintenance matters as may from time to time be referred to the Committee for consideration or approval
- 2.3. The Finance and Risk Committee has the authority to investigate any activity within its terms of reference.
- 2.4. The Finance and Risk Committee has the right of access to obtain all the information and explanations it considers necessary, from whatever source, to fulfil its remit and all officers of the Trust shall be directed to co-operate with any request made.
- 2.5. The Committee will also review its own effectiveness and these terms of reference on an annual basis and report the outcome and make recommendations to the Trust Board.

### **3. RESPONSIBILITIES OF THE COMMITTEE**

- 3.1. To consider and advise the Board of Trustees on all aspects of the Trust's finances, financial policies, financial regulations, controls and strategy in accordance with the Articles of Association, Academies Financial Handbook and Funding Agreement.
- 3.2. To own a financial strategy for the Academy Trust and consider policies, procedures or plans required to realise such strategy.



- 3.3. To determine on behalf of the Board of Trustees appropriate financial and procurement policies to be adopted by the Trust.
- 3.4. To review financial policy including consideration of long-term planning and resourcing in accordance with each of the Academies' development plans.
- 3.5. To review the Financial Regulations on an annual basis, or sooner if required due to structure changes in the Trust and its constituent academies.
- 3.6. To consider the Trust's indicative funding, once notified by the ESFA, and to assess its implications for the Trust, in consultation with the CEO and the COO, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees.
- 3.7. To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the Trust development plan.
- 3.8. To monitor variances of greater than plus or minus 5% from the budget and ensure the ESFA is notified as required.
- 3.9. To review financial due diligence information for new schools/academies joining the Trust to recommend for approval by the Board for submission to the Education Funding Authority.
- 3.10. To ensure that individual Academies' strategic plans are consistent with the overarching Trust strategic plan, in consultation with the relevant Principal and with the stated and agreed aims and objectives of the relevant Academy.
- 3.11. To monitor and review income and expenditure on a regular basis, at least three times a year, and ensure compliance with the overall financial plan for the Trust, drawing any matters of concern to the attention of the Trust Board.
- 3.12. To consider and advise the Board of Trustees on the adequacy and effectiveness of the Trust's audit arrangements, framework of governance, risk management and control and processes for the effective and efficient use of resources, the solvency of the Trust and the safeguarding of its assets.
- 3.13. To advise the Board of Trustees on the appointment, reappointment, dismissal and remuneration of the external auditors and internal auditors and establish that all such assurance providers adhere to relevant professional standards.
- 3.14. To advise the Board of Trustees on internal audit assignment reports and annual reports and on control issues included in reports of the external auditors and management's response to them.
- 3.15. To monitor, within an agreed timescale, the implementation of agreed audit recommendations.
- 3.16. To develop and keep under review risk management and measurement strategies across the Trust together with the procedures for monitoring the adequacy and effectiveness of those processes and mitigating actions, receiving and reviewing risk management and relevant regulatory information and reports.
- 3.17. To monitor the financial controls and risks at constituent academies.
- 3.18. To consider the Academy Trust's risk profile relative to current and future Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change.



- 3.19. To recommend the Trust's annual report and financial statements and external auditor's management letter to the Board of Trustees for approval and ensure filing is carried out in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the Academies Financial Handbook).
- 3.20. To oversee the Trust's policies on fraud and irregularity and whistleblowing, and ensure the proper, proportionate and independent investigation of all allegations and instances of fraud, theft and/or irregularity; that investigation outcomes are reported to the Finance, Audit and Risk Committee; that the external auditors (and internal auditors where appointed) have been informed, and that appropriate follow-up action has been planned/actioned, and that all suspected cases of fraud, theft and/or irregularity are notified to the Education Funding Agency in accordance with the Academies Financial Handbook.

## **BMAT STANDARDS AND EFFECTIVENESS COMMITTEE**

Membership: Maximum Five Trustees

In attendance: Chief Executive Officer/Accounting Officer and School Principals

Frequency of meetings: Once per term

Quorum: Three Trustees

### **1. MEMBERSHIP**

- 1.1. The Committee shall have an appropriate mix of skills and experience to allow it to discharge its duties effectively
- 1.2. The Chair will be appointed/re-appointed annually by the Board of Trustees. The Chair should possess relevant educational experience
- 1.3. Members shall be appointed by the Board of Trustees and reviewed annually

### **2. ACCOUNTABILITY AND PURPOSE**

- 2.1. The Standards and Effectiveness Committee is responsible to the Board of Trustees. The main purpose is to scrutinise the quality of education at BMAT schools linked to key performance indicators
- 2.2. Identify key risks linked to key performance indicators in relation to outcomes for each school and advise the board
- 2.3. Scrutinise school improvement plans in response to school evaluation, focusing on intention, implementation and impact
- 2.4. The committee will review its own effectiveness and terms of reference on an annual basis and report the outcome and make recommendations to the board



### **3. RESPONSIBILITIES OF THE COMMITTEE**

- 3.1. To scrutinise all matters related to school standards and effectiveness and key performance indicators including: outcomes, students on roll, attendance, persistent absence, exclusions, progression and safeguarding in line with ATH
- 3.2. At all key stages, scrutinise tracking and progress data of particular cohorts within cohorts and against whole school targets
- 3.3. Scrutinise whole school and departmental data with a focus on in school variation
- 3.4. To quality assure that a robust departmental and pastoral evaluation and improvement process is in place
- 3.5. To ensure that annual action plans are in place to address priorities for improvement and that aspirational and accurate attainment and progress targets are set
- 3.6. Challenge and hold principals to account in relation to whole school targets and challenge underperformance if required

### **BMAT PAY AND PERSONNEL COMMITTEE TERMS OF REFERENCE**

Membership: Maximum Five trustees

In attendance: Chief Executive Officer/Accounting Officer

Frequency of Meetings: Once per annum

*If extra-ordinary P&P matters arise, additional P&P committee meetings will be convened.*

Quorum: Three trustees

#### **1. MEMBERSHIP**

- 1.1. Have an appropriate mix of skills and experience to allow it to discharge its duties effectively.
- 1.3. Members of the Pay and Personnel Committee shall be appointed by the Board of Trustees and membership reviewed annually.
- 1.4. The Chair of the Committee shall be appointed/reappointed annually by the Board of Trustees.

#### **2. ACCOUNTABILITY & PURPOSE**

- 2.1. The committee has authority to consider and recommend to the Trust Board the Trust's staffing establishment structure, pay policy and policy for the exercise of discretions relating to salary and to receive reports on the operation of and effectiveness of the Trust's HR policies.
- 2.2. The formal power to appoint or remove staff is vested in the Trust Board. Decisions to appoint or remove staff, excluding Principal, Co-Headteachers Vice Principal and Chief Operating Officer (or



equivalent positions), are delegated to the Chief Executive Officer who will involve the relevant Principal in decisions relating to Academy staff and may further delegate such decisions to the Principal/Co-Headteachers where agreed.

- 2.3 The Committee will receive and consider reports and recommendations from the Chief Executive Officer on the appointment and removal of staff and any proposal to restructure. At least one Trustee member of the committee (in addition to the Chair of Trustees) will participate in the selection process for and sit on all interviews for Principal, Vice Principal and Chief Operating Officer (or equivalent positions) appointments.

### **3. RESPONSIBILITIES OF THE COMMITTEE**

- 3.1 The appraisal and performance management of the Chief Executive Officer will be undertaken by the Trust Chair and Chair of the BMAT Pay and Personnel Committee. The committee will consider and review the objectives set by the Trust Chair for the Chief Executive Officer.
- 3.2 The Chief Executive Officer will undertake the appraisal and performance management of the Trust Executive. The committee will consider and review the financial objectives set by the Chief Executive Officer for members of the Trust Executive.
- 3.3 The appraisal and performance management of all other staff will be undertaken by the Principal/Co-Headteachers with the support of the Trust Executive and/or Chief Executive Officer as directed.
- 3.4 The committee shall report on its deliberations to the Trust Board at each subsequent Trust meeting.
- 3.5 The committee is authorised to obtain independent professional advice if it considers necessary.

## **BMAT APPEALS COMMITTEE TERMS OF REFERENCE**

### **1. MEMBERSHIP:**

All Trustees and Governors not being either the Principals/Co-Headteachers, Staff Governors, a member of the Committee whose decision is under appeal or any Trustee/Governor concerned in the matter to be considered in a capacity other than that of a Trustee/Governor, or, if a parent of a pupil at the School, than that of such parents generally.

QUORUM: Three members.

### **2. ACCOUNTABILITY AND PURPOSE**

The Appeals Committee is reconstituted for each specific issue and occasion from amongst those Trustees/Governors who are eligible and available to attend and who are not employees of the Academy Trust. More specific arrangements and requirements are indicated below for each committee.





### 3. RESPONSIBILITIES OF THE COMMITTEE

- 3.1 Hearing and determination of any appeal against a Trust/School decision under any approved staff procedure; and any decision consequential upon the appeal decision.
- 3.2 Hearing and determination of appeals relating to salaries of individual teaching and non-teaching staff under the management structure.

## LOCAL GOVERNING BODY TERMS OF REFERENCE

Membership of the LGBs will be agreed on an annual basis by the Board; (with the exception of parent governors who will be elected annually), this will include a skills audit of each governing body. The BMAT Chief Executive Officer, Chief Operating Officer and respective Principals/Co-Headteachers will be ex-officio members of each LGB

### 1. MEMBERSHIP

#### BEACON CAMPUS

- 3 community governors
- 2 staff governors
- 3 co-opted governors
- Minimum of 2 parent governors (maximum of 3)
- 1 co-opted SEND governor
- Ex officio BMAT- CEO/Executive Principal
- Ex officio BHS Co-Headteachers & Principal BBIH
- Ex officio BMAT CFO

#### **In attendance**

- A nominated Trustee to deliver support and challenge

#### FOREST ACADEMY

- 3 community governors
- 2 staff governors
- 3 co-opted governors
- Minimum of 1 parent governor (maximum of 2)
- 1 co-opted SEND governor
- Ex officio TFA Principal
- Ex officio BMAT CEO
- Ex officio BMAT CFO

#### **In attendance**

- A nominated Trustee to deliver support and challenge

Frequency of Meetings: Once per term.

Quorum: Three governors



## 2. ACCOUNTABILITY AND PURPOSE

The Local Governing Bodies have delegated power to monitor, evaluate and challenge the performance of their Academy at an operational level. Every meeting will include the following standing items: standards and effectiveness, school improvement, budget, safeguarding, SEND, student welfare, H&S and site maintenance, student progress and outcomes, budget and safeguarding

## 3. LGB AGENDA TEMPLATE - Recurring items

- a. Noting and recording any changes to the register of interests.
- b. Receive the principal's report.
- c. Monthly management accounts
- d. Review of pupil progress, projected grades and targets.
- e. Health and Safety Report from H&S LGB member.
- f. Safeguarding Report from Safeguarding LGB member

## 4. SUGGESTED ANNUAL ITEMS

1. Academic Results.
2. Review of aims of the school and confirmation of strategic plan for the following academic year.
3. Review of progress against the Trust's 5-year strategic plan.
4. Draft School Improvement Plan for the following year.
5. Review of quality of teaching.
6. Review of School Improvement Plan.
7. Review annual budget
8. Review of marketing strategy and competitor analysis.
9. Review of draft budget for following year.
10. Dates of meetings for next 12 months.

It is not proposed that the LGBs will have any standing separate sub-committees. However, it may be necessary from time to time by agreement with the Trust Chair to establish a single purpose working party of the governing body in order to deal with an issue that cannot be dealt with adequately by the governing body in one of its scheduled meetings. Any such working party will be disbanded as soon as its work is complete.



## **5. RESPONSIBILITIES OF THE LOCAL GOVERNING BODY**

### **5.1. THE CURRICULUM**

- i Every learner receives the full statutory curriculum that the Academy must provide.
- ii The Academy provides teaching of religious education for all learners in accordance with the agreed syllabus or otherwise and has told parents/cares of the right to withdraw their children.
- iii The LGB has agreed the content and organisation of its programme of sex and relationships education and has informed parents/carers about it and the right to withdraw their children (see Trust Policy)

### **5.2. EQUALITY AND DIVERSITY**

- i The LGB ensures the Academy does not discriminate unlawfully against learners or staff on the grounds of sexual orientation, race, disability, gender, religion and belief, or age (see Trust Policy).
- ii The Trust has agreed a written policy on race, disability and gender equality, the LGB monitors its implementation and assess its impact on staff, learners and parents/carers, and communicates the results of monitoring and assessments of impact to parents/carers and the LGB.
- iii The LGB ensures the Academy complies with its general duties under the Sex Discrimination Act 1975 (as amended), Race Relations Act 1976 (as amended) and Disability Discrimination Act 1995 (as amended) and specific duties in subordinate legislation made under those Acts and the requirements of the statutory codes of practice made under those Acts (see Trust Policy).

### **5.3. LEARNERS WITH LEARNING DIFFICULTIES AND/OR DISABILITIES**

- i The Academy meets its requirements in Part IV of the Education Act 1996 and has regard to the Special Educational Needs Code of Practice when meeting learners' special educational needs, makes its policy known to parents/carers and reports annually on the success of its policy.
- ii The Academy meets the requirements Part 4 of the Disability Discrimination Act 1995 (DDA) and any subsequent requirements and has regard to the (DRC) code of practice for Academies (2002).
- iii The Academy informs parents/carers of its accessibility plan and disability equality scheme and reports annually on progress made on these.

### **5.4. LEARNERS' CARE AND WELL-BEING**

- i The LGB has procedures to ensure the provider meets all relevant health and safety legislation.
- ii The Academy has a safeguarding policy and procedures in place that are in accordance with DfE, local authority guidance and locally agreed interagency procedures, (and the policy is made available to parents/carers on request).
- iii Where the LGB provides Academy lunches and/or other Academy food, they ensure that they meet current DfE standards.
- iv The LGB fulfils the requirements to promote the well-being of pupils at the Academy.



- v The LGB ensures that the Trust Behaviour and Attendance policy is in place and monitors and evaluates its impact

#### 5.5. INFORMING PARENTS/CARERS

- i The LGB ensures that all statutory assessments are conducted and results are forwarded to parents/carers and appropriate bodies.
- ii The LGB ensures that each year a report on each learner's educational achievements is forwarded to their parents/carers.
- iii The Academy keeps parents/carers and prospective parents/carers informed by publishing an Academy prospectus and by publishing an Academy profile in accordance with Regulations.

#### 5.6. LEADERSHIP AND MANAGEMENT

- i The LGB monitors the Academy budget provided by the Trust.
- ii The LGB applies the Trust's Performance Management Policy ensuring that all teachers are appraised in accordance with statutory requirements.
- iii The LGB applies the Trust's complaints and appeals procedures, consistent with the DfE Guide to the Law for School Governors.
- iv The LGB promotes community cohesion, consistent with the Trust's Community Cohesion Policy.