



# Scheme of Delegation

This Scheme of Delegation (the "**Scheme**") has been agreed by the Trustees (the "**Trustees**") of the Beacon of Light School (the "**School**") in exercising the powers conferred on them by Articles 105 and 137 of the School's articles of association (the "**Articles**").

## **Interpretation**

Words and expressions defined in Article 1 of the Articles shall have the same meaning in this Scheme unless the context requires otherwise.

No provision of this Scheme may be inconsistent with or shall repeal anything contained in the Articles of the School.

The Articles of the School and any lawful amendment of them shall take precedence in the event of an inconsistency with this Scheme.

Any reference to a statute includes an amendment or re-enactment of that statute or regulations made under it.

Words in the masculine include the feminine genders and vice versa; words in the singular include the plural and vice versa; headings are for ease of reading and do not form part of the Scheme.

## **Approved version**

This Scheme of Delegation was approved and adopted by a resolution of the Trustees passed at a meeting held on 12<sup>th</sup> May 2021 and takes effect from the same date.

## **Date of next review**

This Scheme shall be reviewed by the Trustees annually.

**LEARN MORE. DO MORE. BE MORE.**

**Amendment Register**

<b>Section</b>	<b>Amendment</b>	<b>Date</b>
Appendix 5	Audit, Risk, Finance and Physical Resources Delegated Responsibilities include declaration of prizes and awards	Date 07/07/2021

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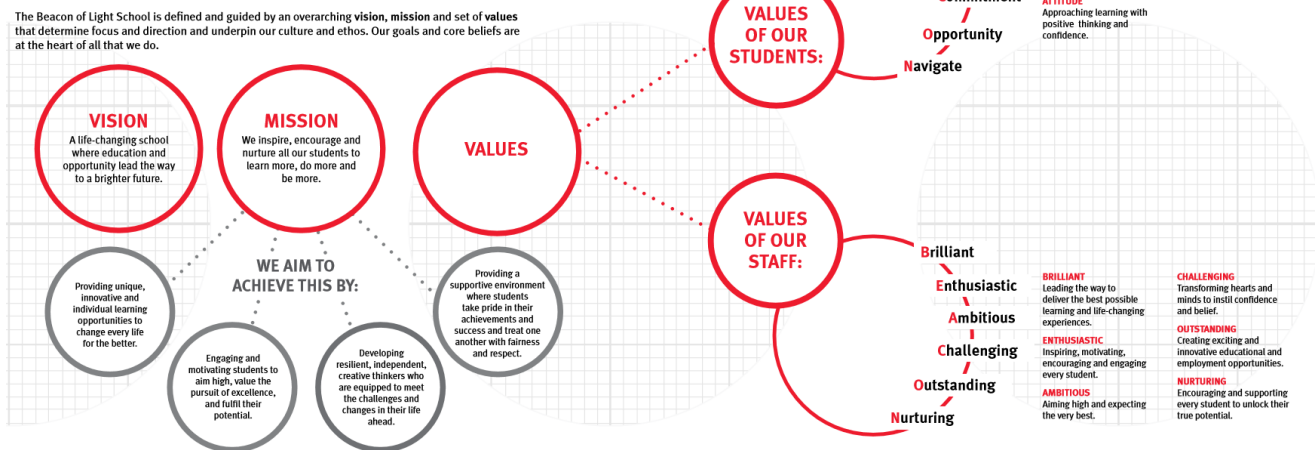
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# 1 Introduction

Beacon of Light School, an alternative provision school based in Sunderland brings a new energy and approach to providing the best education for the students. Through proven practice, the School will transform the learning of students, raise standards and provide the highest quality learning environment within the Beacon of Light, enabling students and teaching staff to thrive and succeed. The School's aim is to break down barriers that limit educational progress by adopting a personal learning pathway for every student; one that takes account of individual needs, aspirations, challenges and talents.

## Our vision, mission and values



Members are appointed in accordance with Articles 12 to 18 of the Articles.

The Members have entered into a master funding agreement under section 1 of the Academies Act 2010 with the Secretary of State for Education in relation to the funding of the School, (together, the "**Funding Agreement**").

The Funding Agreement places a number of requirements on the School including the requirement to comply with the Department for Education's (the "**DfE**") academies financial handbook (the "**Handbook**").

There are a number of roles involved in the running of a free school and these are as follows:

- the Members (PSC);
- the Trustees (Governors/Directors);
- the Committees;
- the Principal who has responsibility for the day to day running of that School.

## 2 Purpose of the Scheme

The Scheme of Delegation explains the ways in which responsibilities are fulfilled for the leadership and management of the School and the roles of those involved. It should be read in conjunction with the Articles of Association, Terms of Reference and policies and procedures.

In order to discharge their responsibilities, the Members may delegate power and functions (including the power to sub-delegate) to any of its number, to any committee or to any other holder of an

executive office, subject to any conditions that may be imposed by the Members. For the avoidance of doubt, the Members may, at their discretion, exercise any of the powers delegated by this scheme.

The Scheme of Delegation is designed to:

- Ensure the Trustees are clear about which decisions the Members remain in control of
- Ensure that the role of Trustees is fully understood throughout Beacon of Light School
- Promote a culture of honesty and accountability
- Identify the responsibility for the appointment and performance management of the Principal and School staff
- Identify responsibility for policies and procedures
- Identify responsibility for financial practices and budgets
- Identify responsibility for assessment of teaching, learning and educational performance
- Identify responsibility for assessment of risk

### **3 Roles and Responsibilities**

#### **3.1 Members (also referred to as **Persons with Significant Control**)**

The Members of the School have different status to the Trustees. The Members appoint the Trustees to ensure the School's obligations and objectives are carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Members are also responsible for approving any amendments made to the Articles of Association. The DfES model articles states that Members are not permitted to be employees of the School.

The role of the Members is generally to oversee the achievement of the School's objectives, to take part in annual and extraordinary general meetings, to receive accounts and to make appointments to the Board of Trustees. Decisions made by the Board are scrutinised and challenged by the Members when they deem appropriate.

The Members do not have any specific duties imposed on them but they are required to provide a guarantee that if the School is wound up and its assets do not meet all of its liabilities, they will contribute £10.

#### **3.2 Trustees (also referred to as **Governors** and collectively as the **Board of Trustees**, the **Board of Governors** and as **Directors**)**

The Trustees will take a strategic role, act as a critical friend to the School and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

##### **Capacity of Trustees**

Each Trustee is:

a Trustee of the Free School in company law. The Trustees are responsible for the governance and supervision of the School and its committees and executives (including the Principal); and

a charity Trustee with responsibility for protection of the assets of the School.

The Trustees manage the affairs of the School and are responsible for its day to day operation.

##### **The appointment of Trustees**

The Trustees shall be appointed in accordance with Articles 45 to 80 of the Articles.

On appointment, all Trustees shall be required to provide information to enable the Company Secretary to complete an AP01 form for submission to Companies House.

The Company Secretary shall update the register of Trustees in the statutory books, submit details to Companies House and provide the required information to the DfE via the Secure Access system.

### **Constitution of the Board of Trustees (the "Board")**

The Articles require there to be a minimum of three Trustees and a maximum of 11.

The constitution of the Board is set out in the Articles. The Board is constituted as follows:

up to seven Trustees appointed by Members;

the Principal;

one staff Director appointed under Article 50A;

a minimum of two Parent Directors;

In accordance with the Articles, the Trustees shall elect a Chair and Vice-Chair from among their number each academic year. A Trustee who is employed by the Trust is not eligible for election as Chair or Vice Chair.

### **Meetings of the Board**

The Directors shall hold two meetings per term during the first year of operation of the school and there will then be at least three meetings in every school year following this. Meetings will normally be held towards the end of each term and the dates published at the beginning of each academic year.

All meetings of the Trustees shall be convened and conducted as provided by the Articles.

Each meeting of the Trustees will have an agenda and will be minuted.

In consultation with the Chair, the Clerk to the Board of Trustees shall prepare an annual plan for the meetings of the Directors.

### **Accountability of Trustees**

The Trustees are chiefly accountable to:

the beneficiaries of the Free School (students at the School and their parents) and to the local community for the quality of education and pastoral care at the School, for matters of health and safety and for safeguarding and promoting the welfare of the students;

the DfE, the Education Funding Agency and specifically the Secretary of State under the terms of the Funding Agreement;

the Secretary of State (in his/her role as principal regulator in respect of charity matters) for operating the School for the public benefit, for the prudent management of the School and its financial efficiency, and for compliance with legislation including charities legislation;

the employees of the School for their working environment, and for compliance with the contract of employment and employment law requirements and matters of health and safety; and

other regulatory authorities for compliance with regulated responsibilities to which the School is subject.

## **Powers, functions and responsibilities of Trustees**

The business of the School shall be managed by the Trustees, fulfilling a largely strategic role, who may exercise all of the powers of the School, as set out in the Articles.

As directors of the company and charity trustees, the Trustees have a number of duties and responsibilities towards the management of the Academy Trust and its finances. In summary, the Trustees are responsible for:

carrying out the School in accordance with the objects of the School as set out in the Articles and safeguarding its assets;

running the School and directing the education, pastoral care, financial, safeguarding and other policies of the School in accordance with the Articles and the Funding Agreement (including the Financial Handbook);

ensuring sound management and administration of the School, and ensuring that managers are equipped with the relevant skills and guidance;

financial controls and the financial management of the School in accordance with the provisions of the Handbook, which sets out in detail provisions for the financial management of the school including guidance on financial systems and controls and accounting and reporting requirements;

setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon;

risk management, that is identifying, quantifying and devising systems to minimise the major risks affecting the School; and ensuring the School is conducted in compliance with the general law.

The Trustees are required to:

act together and in person and not delegate overall responsibility for the School to others;

act strictly in accordance with the School's Articles;

act in the School's interests only and without regard to their own private interests;

manage the School's affairs prudently;

not take personal benefit from the School unless expressly authorised by the Articles or the Charity Commission;

take proper professional advice on matters on which they are not themselves competent;

operate in accordance with Appendix 5 Trustee Code of Conduct;

be responsible for approving the final audited accounts and the School's accounting policies, as set out therein; and

ensure that they put in place procedures to review their own effectiveness and skills available in overseeing the School's financial performance, and the soundness of its internal control.

The Principal shall be appointed by the Trustees. The Trustees should also hold the Principal to account. They should offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and improve proposals where appropriate and at all times act in the best interests of the School.

The Trustees must review the pay and appraisal policies each year.

The Trustees shall have regard to the framework for inspecting schools in England under section 5 of the Education Act 2005 (as amended) issued by the Office for Standards in Education, Children's Services and Skills (Ofsted).

## **Responsibility areas of the Trustees**

Admissions:

- Trustees must ensure that the school's admissions policy is correctly administered.

#### Achievement:

- They must ensure that all students achieve as much as they can and must monitor standards, through regular reports on achievement and progress.
- Trustees should analyse trends of achievement over time and the performance of different groups of students

#### Behaviour:

- The Trustees are accountable for policies to promote high standards of discipline, setting out the boundaries of acceptable behaviour.
- Arrangements must be made to hear parental appeals against exclusions.
- Trustees should monitor the attendance of students.
- They will ensure that the school safeguarding policy is up to date and fully implemented.

#### The Curriculum:

- Trustees must ensure the school's curriculum is broad and balanced and focuses on the needs of individual students to promote their intellectual, moral, cultural and physical development.
- The Trustees must adhere to the SEN/D Code of Practice and the statutory guidance on inclusion.

#### Staff:

- The Trustees will determine the levels of pay and conditions of all staff
- Trustees should ensure that performance management is in place for all staff and that this is linked to continuous professional development.
- They must adopt fair and transparent procedures for dealing with staff discipline, grievances, redundancies etc.

#### Parents:

- The Trustees must ensure that strategies are in place to keep parents informed about their child's progress, and the performance of the School.
- Trustees should ensure that there is a transparent and effective complaints procedure for parents

#### Partnerships:

- The Trustees will encourage partnerships with other schools and colleges, and with the local authority and other local agencies.

#### Finance:

- The Trustees will adopt a scheme of financial delegation in line with the up to date version of the Academies Financial Handbook, and through its finance committee and the Responsible Officer will ensure that finances are overseen and monitored regularly and effectively.

### **Risk Management**

The charities statement of recommended practice (SORP 2005, as revised 2016) (the statement of accounting practice which charities must comply with) and the Charities (Accounts and Reports) Regulations 2008 (SI 2008/629) require the Trustees to make a statement in their annual report that confirms the major risks to which the School is exposed (as identified by the Trustees) have been reviewed and that systems have been established to mitigate those risks.

The Trustees are therefore responsible for:

Identifying the major risks that apply to the School, including:

- a) operational risks (employment issues, health and safety, fraud, service quality and development etc);
- b) financial risks (accuracy of financial information, cash flow, reserves, over-reliance on funding



sources etc);

c) external risks (changes in government policy, economic factors, demographic changes, adverse publicity etc); and

d) regulatory risks (compliance with legislation, changes in policies of the regulators etc.).

Making decisions (based where appropriate on advice from professional advisors) as to how to respond to those risks; and,  
making appropriate statements regarding the management of risks in the annual report.

### **The Management of Conflicts of Interest**

All Trustees are required to complete a declaration of business interests form on appointment and on an annual basis (including a nil return). Such declarations shall include:

all business and financial interests such as directorships, shareholdings, and other appointments of influence within a business or other organisation; and

interests of related persons such as parents, spouses, children, personal and business partners where influence could be exerted by that person over a Trustee or member of staff.

The Company Secretary shall be responsible for maintaining a register of business interests including nil returns.

Each meeting of the Trustees shall include a standing agenda item for those attending to declare any changes to their declarations of interest.

No Trustee shall receive any payment for their work as a Trustee, other than payment of reasonable out of pocket travel, accommodation and other expenses which shall be subject to the prior approval from the Chair of Trustees and the Chair of the 'Resources' Committee.

### **The Role of the Chair of the Trustees**

- To ensure the business of the Trustees is conducted properly, in accordance with legal and delegation requirements of the Trust.
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Principal based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Trustees acts as a sounding board to the Principal and provides strategic direction
- To liaise with the Principal as necessary
- To represent the educational values and principles of the Trust
- To ratify all purchases for the foreseeable future

### **Delegation of powers of Trustees**

The Trustees may delegate such of their powers or functions that they can legally delegate and which they consider would be desirable to delegate.

The Trustees must not delegate any of their powers listed in Appendix 6 (the "**Reserved Matters**").

Delegation can be made to:

Committees (committees with functions related to the School);  
any Trustee holding executive office;  
the Principal.

However, every act of delegation shall be a delegation of powers and duties, and not a delegation or shedding of responsibilities.

The Chair or in their absence the Vice-Chair has power to carry out functions of the Board in extreme circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the School, a student or their parents, or a person who works for the School. This power does not include matters relating to the alteration and closure of the school, a change of category, approval of budget, discipline policies and admissions.

### **Committees**

The Trustees may appoint committees with functions related to the School. The constitution, membership and proceedings of any committee shall be determined by the Trustees under terms of reference.

Each committee shall be chaired by either the Chair or Vice Chair of Trustees. The Quorum for meetings will be three.

The Trust Board shall ensure that they receive adequate feedback on the work of any committees.

Committees will act in an advisory capacity to the Trust Board, except where powers have been specifically delegated to them by the Trustees. The specific committees to be appointed are as follows:

Audit, Risk, Finance, Physical and Human Resources Committee;  
Student Support, Standards and Attainment Committee;  
Remuneration and Nominations Committee.

The terms of reference of each committee must be approved by the Trust Board and reviewed at least once in every twelve months. They provide the sole agreed framework within which each committee operates. The terms of reference for the above committees are set out in at Appendix 2, 3 and 4 respectively.

Each committee meeting will have an agenda and will be clerked by either the Clerk to the Directors or the Company Secretary. In consultation with the chair of the committee, the Clerk shall prepare an annual plan for the committee meetings.

### **3.3 Audit, Risk, Finance, Physical and Human Resources Sub-Committee**

The Audit, Risk, Finance, Physical and Human Resources Committee shall prepare a risk register for approval by the Board of Trustees, together with the Principal; along with a procedure by which the risk register shall be subject to regular review and made available to all staff. The risk register shall have named individuals assigned to manage each area including financial plans, resources and the School Improvement Plan.

### **3.4 Student Support, Standards and Attainment Sub-Committee**

Trustees have delegated to the Student Support, Standards and Attainment Committee responsibility for KPIs, attainment and progress of students, attendance and behaviour, quality of teaching and learning, and curriculum provision.

### **3.5 Remuneration and Nominations Sub-Committee**

Trustees have delegated to the Remuneration and Nominations Committee consideration of pay recommendations for teaching staff up to and including the Deputy Headteacher and Headteacher in line with the School Teachers Pay and Conditions Document and Pay Policy on an annual basis.

The performance management of the Principal shall be carried out by the The Remuneration Committee in conjunction with the appointed External Adviser.

### 3.6 Principal

The Trustees shall appoint the Principal. The Principal is responsible to the Trustees for:

ensuring the educational success of the School;  
the implementation of all policies approved by the Trust Board; and  
the strategic leadership and management of the School.

The Trustees may delegate such additional powers and functions as they consider are required by the Principal to enable them to carry out the above responsibilities.

In the absence or incapacity of the Principal the delegations to the Principal stand delegated to the Deputy Head unless otherwise directed or agreed by Trustees.

The Principal be delegated the following duties and powers:

- To act on behalf of the Trust Board in consulting with the Chair in respect of the school's budget and earmarked funding;
- To exercise responsibility for managing and controlling expenditure allocated by the Trustees and to exercise discretion in the virement of monies (up to £25,000) between heads of expenditure within the total budget allocation for a financial year;
- To exercise responsibility for the allocation and spending of monies on books, equipment, stationary, furniture and services, and such other heads of expenditure as may be specified by the Committee.
- To exercise the responsibility for determining charges to be made for services supplied;
- To exercise responsibility for the management and oversight of all unofficial and voluntary funds and to provide the Audit. Risk Finance, Physical and Human Resources Committee with audited annual accounts,
- To exercise responsibility for making applications for external funding for projects;
- To exercise control over the use of the school premises outside the hours of the school day;
- To exercise responsibility over the requirements for Health and Safety matters in accordance with the policies of the Trustees.

#### **Principal's responsibilities for the day- to-day leadership and management of the Free School**

In line with the School Teachers' Pay and Conditions document (DfE September 2016), the Principal's responsibilities will be as follows:

The Principal will be required to undertake the following professional duties:

whole school organisation, strategy and development;  
provide overall strategic leadership and, with others, lead, develop and support the strategic direction, vision, values and priorities of the school; and  
develop, implement and evaluate the school's policies, practices and procedures.

Teaching:

Lead and manage teaching and learning throughout the school, including ensuring, save in exceptional circumstances, that a teacher is assigned in the school timetable to every class or group of pupils in the third and fourth key stages, for foundation and other core subjects and religious education; and, in the preliminary stages.

Health, safety and discipline:

Promote the safety and well-being of pupils and staff.  
Ensure good order and discipline amongst pupils and staff.

Management of staff and resources:

Lead, manage and develop the staff, including appraising and managing performance.

Develop clear arrangements for linking appraisal to pay progression and advise the relevant body on pay recommendations for teachers, including on whether a teacher at the school who applied to be paid on the upper pay range should be paid on that range.

Organise and deploy resources within the school.

### **Staff appointments and performance management**

The senior and middle leadership team shall be appointed by the Trustees.

All other appointments shall be delegated to the Principal.

The performance management of all employees, except the Principal, will be carried out by the Principal and any recommendations on performance related pay for teaching staff will be made by the Principal to the Remuneration Committee for approval.

The School is responsible for establishing a written Pay Policy and Appraisal Policy to govern implementation of teacher and support staff performance management following consultation with staff. Such consultation may be carried out by the Principal with appropriate HR advice on behalf of the Trustees.

The School must make a copy of the policies available to all staff, anyone inspecting the Academies' performance management system or to an authorised external adviser.

### **The Accounting Officer**

The Principal shall have the role of "**Accounting Officer**" as set out in the Handbook.

The Accounting Officer is personally responsible to the Trustees for ensuring:

regularity and propriety, that is dealing with money in accordance with applicable legislation, authority and rules and with fairness and integrity (including avoidance of personal gain);  
prudent and economical administration, which is concerned with securing value for money;  
avoidance of waste and extravagance;  
efficient and effective use of available resources; and  
the day to day organisation, staffing and management of the School.

Included in the responsibilities of the Accounting Officer is a duty to take appropriate action if the Board of Trustees or the Chair is contemplating a course of action that the Accounting Officer considers would infringe the requirements of propriety or regularity (including the provisions of the Funding Agreement or other documents setting out the financial duties of the Trustees or of any other rules governing the conduct of the Trustees), or would not represent prudent or economic administration, or the efficient or effective discharge of the Trustees' functions.

The Accounting Officer shall be required to provide a statement on governance, regularity, propriety and compliance in the Academy Trust's annual report. The format of the statement is included within the Accounts Direction which is issued annually.

The Accounting Officer may delegate or appoint others, such as the CFO, to assist in carrying out these responsibilities.

### 3.7 Clerk

The Clerk is appointed and removed by the Directors.

The Clerk shall not be a Director or the Principal. However, if the Clerk fails to attend a meeting of the Trustee, the Trustees may appoint any one of their number or any other person to act as Clerk for the purposes of that meeting.

#### **The Role of the Clerk to the Trustees**

- To work effectively with the Chair of Trustees, the other Trustees and the Principal to support the Trustees in conducting their business
- To advise the Trustees on Constitutional and Procedural Matters, duties and powers
- To convene meetings of the Trustees
- To attend meetings of the Trustees and ensure minutes are taken
- To maintain a register of members of the Trustees and report vacancies to the Trustees
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the Trustees from time to time
- To liaise with the Company Secretary

### 3.8 Chief Financial Officer

In accordance with the Financial Handbook the Trustees must appoint a Chief Financial Officer (the "**CFO**"). The Trust Board has appointed the School Business Manager to this role.

In accordance with the Handbook, the CFO is responsible for, along with a wider remit, the following responsibilities:

the day to day management of financial issues;  
the preparation and management of the School's budget;  
the maintenance of effective systems of internal control;  
ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the School.

The CFO is responsible for guiding the Trustees on financial, audit and charity accounting matters, as well as dealing with the day to day management of the financial position of the School and the maintenance of effective controls.

The CFO shall report to the relevant Committee and the Trust Board when required.

#### **Finance Policy**

The financial regulations manual (the "**Finance Policy**"), which shall be prepared by the CFO, shall be adopted by the Trust Board.

The purpose of the Finance Policy is to ensure that the Academy Trust maintains and develops systems of financial control which conforms to the requirements both of propriety and of good financial management.

The Finance Policy shall include:

finance authorisation levels, which shall confirm the delegation of authority to key individuals up to a specified value;  
appropriate procedures to monitor cash requirements to ensure that the School will not become overdrawn;  
competitive tendering policy for larger purchases in accordance with the Handbook; and a

capitalisation limit for assets.

The CFO shall be responsible for preparing a policy for the disposal of assets for approval by the Trustees with a view to ensuring the best possible value is obtained from any disposal.

### **Budget approval**

The Trustees shall be presented with a balanced budget for the year to 31 August for submission to the Education & Skills Funding Agency.

The CFO shall be responsible for:

establishing a written procedure and timetable for setting a budget in advance of each academic year;

setting with the Accounting Officer the annual budget (including the assumptions on which it is based) for approval by the Trustees and for monitoring progress against it during the year;

ensuring that all significant in year amendments to budgets are properly notified to the Accounting Officer and if necessary the Trustees for approval.

reporting to the Trustees on the accuracy of the assumptions which have been used; and

reporting to the Trustees on the key financial performance indicators included in the budget.

## Appendix 1

### Trustee Terms of Reference

- Approval of the School's mission, strategy and long-term business plans
- Approval of the Key Performance Indicators
- Approval of systems of control and accountability, including financial and operational controls and risk assessment; procedures for handling internal grievances and managing conflicts of interest
- Monitoring of the School's performance against approved plans and KPIs
- The consideration and creation of a staffing structure and whole school pay policy
- To agree constitutional matters, including procedures where the Trustees has discretion
- To hold at least three Trustees meetings a year (more regular meetings required in the first year of opening)
- To appoint or remove the Chair and Vice Chair
- To appoint or remove a Clerk to the Trustees
- To establish and keep up to date the committees of the Trustees and their terms of reference
- To appoint the Chair of any committee
- To suspend a trustee
- To decide which functions of the Trustees will be delegated to committees, groups and individuals, including the Principal
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Trustees is necessary
- To approve the strategic budget plan and the formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- To review the delegation arrangements annually

## **Appendix 2**

### **Audit, Risk, Finance, Physical and Human Resources Sub-Committee Terms of Reference**

- Implement a risk management strategy and report the outcomes to the full Board
- Approval of the Risk Register and to ensure that this is reviewed on an annual basis
- Consideration and approval of the of the plans for the professional development of all staff, alongside the resources required
- Consideration and preparation of financial plans for the school budget of the academy in securing appropriate provision to meet the needs of students
- To establish and maintain an up to date 3-year financial plan
- The creation and allocation of budget headings within the school budget for each financial year;
- The development and establishment of procedures for the financial management and oversight of the school by the Principal and Head of Finance, including risk to financial control and observance of ESFA Financial Regulations;
- The consideration of the general view of the condition of the school buildings and site.
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Trustees
- To make decisions in respect of service level agreements
- To ensure that Health and Safety issues are appropriately prioritised for action
- To review the procedures for risk assessment of health and safety matters
- Consideration of the quality of premises and the learning environment
- Consider cases of staff discipline, dismissal, capability and grievance (panel of 3 Trustees)
- Consider Human Resources issues in line with delegated authorisation (appendix 5)



## **Appendix 3**

### **Student Support, Standards and Attainment Sub-Committee Terms of Reference**

- Consideration and approval of the curriculum and extra curriculum provision and the teaching and support staff resources required to deliver the curriculum
- Consideration of the evidence in meeting the Key Performance Indicators set by the Trustees
- Consideration and approval of the School Improvement Plan
- Consideration of evidence about the academic attainment and progress of students over time
- Consideration of the evidence about attendance and behaviour of students
- Consideration of evidence about the quality of teaching and learning provided to students
- Consideration of the evidence about the range and quality of curriculum provision experienced by students
- Consideration of the quality of provision for staff development and its impact on outcomes
- To consider the views of parents and students about the quality of provision
- Consideration of any Appeals relating to cases of staff discipline, dismissal, capability and grievance (panel of 3 Trustees to be determined by the Chair of the Committee)

## **Appendix 4**

### **Remuneration and Nominations Sub-Committee Terms of Reference**

- To draft and keep under review the staffing structure in consultation with the Principal
- To establish and review a Performance Management policy for all staff
- Consideration of pay recommendations for teaching staff up to and including the Deputy Headteacher and Headteacher in line with the School Teachers Pay and Conditions Document and Pay Policy on an annual basis.
- Consider the performance management of the Principal in conjunction with the appointed External Adviser.

## Appendix 5

### Beacon of Light Free School – Audit, Risk, Finance and Physical Resources Delegated Responsibilities

Delegated Duty	Values	Staff Member	Trust Staff	Audit and Risk Committee	Remuneration & Nominations Committee	Trustee Board
<b>Budget Management Responsibilities</b>						
Prepare initial budget plan		Principal & Chief Finance Officer	✓			
Initial review and authorisation of annual budget				✓		
Ratification of annual budget plan						✓
Authorising the purchases of goods and services	£0 - £25,000	Principal	✓			
	£25,001 - £50,000			✓		
	>£50,001					✓
Authorising all virements to an within budget headings	£0 - £10,000	Principal	✓			
	>£10,001			✓		
Signing cheques / authorising electronic payments in conjunction with other authorised signatories		Principal & Chief Finance Officer	✓			
Authorising disposal of fixed assets	£0 - £25,000	Principal	✓			
	£25,001 - £50,000			✓		
	>£50,001					✓
Day to day management of financial matters including the establishment and operation of suitable accounting and forecasting systems and an asset register		Chief Finance Officer	✓			
Management of the Academy financial resources at a strategic and operational level within the framework of financial controls determined by the Trustee Board		Chief Finance Officer	✓			
Determine the framework of financial controls						✓
Approve the financial statements for filing in accordance with Companies Act and Charity Commission requirements				✓		
Ensuring compliance with the Funding Agreement and all relevant financial regulations relating to the Academy are observed				✓		
Maintenance of effective systems of internal control		Chief Finance Officer	✓			
Reviewing reports of the Responsible Officer on the effectiveness of the financial procedures and controls				✓		
Regular monitoring of actual expenditure and income against budget				✓		
Preparation of monthly management accounts and financial reports		Chief Finance Officer	✓			
Oversee capital investment programmes				✓		
Ensuring that all financial and administrative returns are made to the DfE and other funders		Chief Finance Officer	✓			
Ensuring that the necessary information for other statutory returns (annual accounts, charity commission filings etc.) is provided promptly to the appropriate authorities		Chief Finance Officer	✓			
Ensure annual accounts are properly presented and adequately supported by the underlying books and records		Chief Finance Officer	✓			
Maintain a register of interests to ensure all decision-making bodies are aware of any potential conflicts of interest when awarding contracts of making other financial decisions		Chief Finance Officer	✓			

Maintain a register of gifts, hospitality, prizes, and other benefits received or awarded by Directors and Staff		Chief Finance Officer	✓			
<b>Risk Management &amp; Assurance</b>						
Responsible for the security of Academy property, for avoiding loss or damage,		All Staff	✓			
Ensuring economical and efficient use of resources		All Staff	✓			
Responsible to obtain independent oversight of the Academy's financial affairs (appoint an external auditor)						✓
Receive a report and findings following an external audit				✓		
Compliance with Academy financial procedures		All Staff	✓			
<b>Personnel Resources Management</b>						
Appointment of the Principal						✓
Appointment of Deputy Principal		Principal	✓			✓
Accept Resignation of Principal						✓
Approving new staff appointments within authorised structure, except for any senior /middle leadership staff posts requiring TB approval		Principal	✓			
Consideration and creation of a staffing structure						✓
Keep under review the staffing structure in consultation with the Principal		Principal			✓	
Authorising bonus / honorarium payments to staff as agreed by SLT as long as cost is affordable based on current budgets and forecasts		Principal	✓		✓	
Establish, monitor and review employment policies on behalf of the Trustee Board				✓		
Consider the performance management of the Principal in conjunction with external advisor					✓	
Consider the performance management of all staff up to and including the Deputy Principal		Principal	✓			
Review and agree staff training programmes				✓		
Consider pay recommendations to teaching staff up to and including Deputy Principal and Principal					✓	
Set and monitor remuneration levels for members of all staff including Principal and Deputy Principal					✓	
Review Pay and Appraisal Policies Annually						✓
Review Redundancy, Grievance, Disciplinary and Capability procedures to be followed Annually						✓
Consider cases of staff discipline, dismissal, capability and grievance referred by the Principal				✓		
Consideration of any Appeals relating to cases of staff discipline, dismissal, capability and grievance (3 Trustees not on original panel to be determined by the Chair of the Committee)				✓		
Issue verbal warnings to staff		Principal	✓			
Issue first written warnings to staff		Principal / HR	✓			
Issue final written warnings to staff		Principal / HR	✓			
Suspend teaching and non-teaching staff		Principal	✓			
Suspend the Headteacher		Chair of Trustees				
Consider cases of discipline or capability against the Headteacher		Chair of Trustees		✓		

Consider grievances against staff initially investigated by the Headteacher				✓		
Consider appeals against the initial committee's decision				Appeals Panel (3 Trustees)		
Consider termination of contract on grounds of medical capability				✓		
Consider requests for flexible working				✓		
Consider requests for career break				✓		

## Appendix 6 – Code of Conduct for Trustees

### As a Trust Board we agree to the following:

#### Role & Responsibilities

- We understand the purpose of the board and the role of the Principal.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the board. This means that we will not speak against majority decisions outside the board meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open government and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the board.
- We will actively support and challenge the Principal.

#### Commitment

- We acknowledge that accepting office as a trustee involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will visit the school, with all visits arranged in advance with the head of school or executive headteacher and undertaken within the framework established by the board.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open government, our full names, date of appointment, terms of office, roles on the board, attendance records, relevant business and pecuniary interests, category of trustee and the body responsible for appointing us will be published on the trust's website.
- In the interests of transparency we accept that information relating to trustees will be collected and logged on the DfE's national database of governors (Edubase).

#### Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other trustees.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the principal, staff and parents, the trust and other relevant agencies and the community.

### Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or students, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a board meeting.
- We will not reveal the details of any board vote.

### Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the board in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time. We accept that the Register of Business Interests will be published on the school's website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the trust board.

### Breach of this code of conduct

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the chair that we believe has breached this code, another trustee will investigate.

### The Seven Principles of Public Life

**Selflessness** - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity** - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

**Objectivity** - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** - Holders of public office should promote and support these principles by leadership and example.

## Appendix 7

### Reserved Matters

The Reserved Matters are:

- 1 to change the name of the School;
- 2 to change the Objects (which would require Charity Commission and Secretary of State consent in any event);
- 3 to determine the educational character, mission or ethos of the School;
- 4 to change the structure of the Board of Trustees;
- 5 to alter or amend the Articles or this Scheme;
- 6 to pass a resolution to wind up the School;
- 7 to establish a trading company;
- 8 to sell, purchase, mortgage or charge any land in which the School has an interest;
- 9 to approve the annual estimates of income and expenditure (budgets) and major projects;
- 10 to appoint auditors and investment advisers;
- 11 to sign off the annual accounts;
- 12 to appoint or dismiss the Principal;
- 13 to settle the division of executive responsibilities between the Directors on the one hand and the Principal on the other hand, and to settle the division of executive responsibilities between those individuals;
- 14 to do any other act which the Funding Agreement expressly reserves to the Board of Trustees or to another body (including for the avoidance of doubt, terminating the Funding Agreement or any part thereof);
- 15 to do any other act which the Articles expressly reserve to the Board of Trustees or to another body; or
- 16 to do any other act which the Board of Trustees determine to be a Reserved Matter from time to time.



## Appendix 8

<b>POLICY REGISTER – Updated February 2021</b>
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**Approval Key:**

**Trustees – Full Trust Board Committee Approval Required**

**Committee 1 – Student Support, Standards & Attainment Committee**

**Committee 2 – Audit, Risk, Finance, Physical & Human Resources Committee**

**Committee 3 – Remuneration and Nominations Committee**

<b>Policy</b>	<b>Responsible Officer</b>	<b>Approval Level Required</b>	<b>Review Period</b>
Accessibility Policy	D Taylor	Trustees	3 years
Administration of Medications	D Taylor	Committee 1	2 years
Admissions Policy	L Howells	Committee 1	yearly
Adverse Weather Conditions	D Taylor	Committee 2	2 years
Animal Policy	D Taylor	Committee 2	2 years
Anti-Bullying Policy	D Taylor	Committee 1	2 years
Anti-Smoking Policy	D Taylor	Committee 1	2 years
Assessment, Recording & Reporting Policy	A Fielding	Committee 1	2 years
Attendance Policy (Students)	D Taylor	Committee 1	2 years
Attendance Policy Addendum	D Taylor	Committee 1	As necessary
Attendance Management (Model) Policy	D Taylor	Committee 2	2 years
Behaviour for Learning Policy	A Fielding	Committee 1	Yearly
Behaviour for Learning Policy Addendum (in response to Covid-19)	D Taylor	Committee 1	As necessary
Bereavement Policy	D Taylor	Committee 2	2 years
Business Contingency & Continuity Plan Policy	D Taylor	Committee 2	2 years
CCTV (DPO, Gateshead Model)	J Smith	Committee 2	Yearly
Career Break Policy (Model)	D Taylor	Committee 2	2 years
Careers Education Information, Advice & Guidance	D Taylor	Committee 1	2 Years
Charging & Remissions Policy	Finance	Committee 1	yearly
Child Protection Policy	L Howells	Trustees	Yearly

Child Protection Policy Addendum	L Howells	Trustees	As necessary
Children With Health Needs Who cannot Attend School	L Howells	Trustees	Yearly
Code of Conduct (Model) (Staff Behaviour)	D Taylor	Trustees	yearly
Complaints Policy	D Taylor	Trustees	yearly
Conflict of Interest Policy	D Taylor	Committee 1	2 years
COVID-19 Remote Learning	D Taylor	Committee 1	As necessary
Data Breach	D Taylor	Committee 2	2 years
Data Subject access	D Taylor	Committee 2	2 years
Data Protection Policy (DPO Model)	D Taylor/ J Smith	Committee 2	Yearly
Dealing with Allegations of Abuse against staff working with young people	D Taylor/HR	Trustees	Yearly
Designated Teacher for Looked After & Previously Looked After Children	L Howells	Committee 1	Yearly
Disciplinary Policy (Model)	D Taylor/HR	Committee 2	2 years
Disposal of Records	D Taylor	Committee 2	2 years
Drugs & Alcohol Policy	D Taylor	Committee 1	2 years
Educational Visits Policy	D Taylor	Committee 1	2 years
Equality & Diversity Policy	D Taylor	Trustees	Yearly
Equality Information & Objectives Policy	D Taylor	Trustees	Yearly
E-Safety Policy	D Taylor/ICT	Committee 1	2 years
Exclusion Policy	D Taylor	Committee 1	Yearly
Exclusion Policy Addendum	D Taylor/ J Smith	Committee 1	As necessary
Fire Evacuation	D Taylor	Committee 2	yearly
First Aid Policy	D Taylor	Committee 1	Yearly
Flexible Working (Model)	D Taylor/HR	Committee 2	Yearly
Governors' Allowances	J Smith	Trustees	Yearly
Grievance Procedure (Model)	D Taylor/HR	Committee 2	Yearly
Health and Safety Policy	D Taylor/H&S	Committee 2	Yearly
Information Governance Policy	D Taylor /HR/ICT	Committee 2	2 years
Internal Appeals Policy	D Taylor	Committee 2	2 years
Intimate Care Policy	D Taylor	Committee 1	2 years
Key Holding Policy	D Taylor	Committee 2	2 Years

Leave of Absence (Model) Policy	D Taylor	Committee 2	2 Years
Literacy Policy	D Taylor	Committee 1	2 years
Lockdown Policy	D Taylor	Committee 2	Yearly
Lone Working Policy	D Taylor	Committee 2	2 years
Managing Aggressive Behaviour from Parents Policy	D Taylor	Committee 1	2 years
Managing Allegations of Abuse Against Staff (Model)	D Taylor	Committee 1	Yearly
Marking Policy	D Taylor	Committee 1	2 years
Maternity & Adoption Rights (Model)	D Taylor	Committee 2	Yearly
Mental Health Policy	D Taylor	Committee 2	2 years
Mobile Phone Policy	D Taylor	Committee 1	2 years
Newly Qualified Teacher (NQT) Induction Policy	D Taylor	Committee 1	Yearly
Numeracy Policy	A Fielding	Committee 1	2 Years
Offsite Provision Attendance Registration Policy	A Fielding	Committee 1	2 years
Organisation Change Policy (Model)	D Taylor	Committee 2	yearly
Peer on Peer Abuse Policy	D Taylor	Trustees	Yearly
Preventing Radicalisation Policy	L Howells	Committee 2	2 years
Procurement Policy	D Taylor /Finance	Committee 2	2 years
Provider Access Policy (Careers)	D Taylor	Committee 1	Yearly
Quality Assurance Policy	D Taylor	Committee 1	2 years
Recruitment & Selection Policy (Model)	D Taylor/HR	Committee 2	Yearly
Relationship & Sex Education (RSE)	D Taylor	Committee 1	Yearly
Remote Learning Policy (in response to Covid-19)	D Taylor	Committee 1	2 years
Reserves Policy	D Taylor/Finance	Committee 2	Yearly
Restrictive Physical Intervention Policy	D Taylor	Committee 1	2 years
Safeguarding Policy	D Taylor	Trustees	Yearly
Safeguarding Policy Addendum in response to Covid-19	D Taylor	Trustees	As necessary
Safer Recruitment Policy	D Taylor/HR	Trustees	Yearly
Screening, Searching & Confiscation Policy	D Taylor	Committee 1	2 years

SEND Policy	D Taylor /SENCO	Committee 1	Yearly
SMSC Policy	D Taylor	Committee 1	2 years
Security Policy	D Taylor	Trustees	2 years
Social Media Policy	D Taylor	Committee 1	2 years
Support Staff Capability Policy (Model)	D Taylor/HR	Committee 2	yearly
Staff Induction Policy	J Smith/HR	Committee 2	2 years
Supporting Students with Medical Conditions Policy	L Howells	Committee 1	Yearly
Suspected Mal Practice Policy	A Fielding	Committee 2	2 years
Teachers Appraisal (Model)	D Taylor	Committee 2	yearly
Teachers Pay Policy (Model)	D Taylor	Committee 2	yearly
Teaching Staff Capability Policy (Model)	D Taylor/HR	Committee 2	yearly
Teaching & Learning Policy	D Taylor	Committee 1	2 years
Transgender Policy	D Taylor	Committee 1	2 years
Trustees Visits Protocol	D Taylor/Clerk	Trustees	Yearly
Unaccompanied Travel to and from School	D Taylor	Committee 1	2 years
Virtual Meeting Policy (in response to Covid-19)	D Taylor	Committee 2	2 Years
Visiting Speakers Policy	D Taylor	Committee 1	2 years
Volunteer Policy	D Taylor	Committee 1	2 years
Weapons & Practice Guidance	D Taylor	Committee 2	2 Years
Whistleblowing Policy (Model)	D Taylor/HR	Committee 2	Yearly
Work Life Balance Policy	D Taylor	Committee 2	2 Years
Work Experience Policy	D Taylor/HR	Committee 1	2 years
Young Parents Policy	D Taylor	Committee 1	2 Years