Governance, Scheme of Delegation and Operational Structure

June 2016
# Bedfordshire Schools Trust (BEST)

## Governance, Scheme of Delegation and Operational Structure

**June 2016**

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Welcome

You are most welcome to Bedfordshire Schools Trust (BEST). BEST comprises of six flourishing academies on six different sites, delivering first choice education to over 3 500 pupils, from Early Years to Advanced Level Study.

Governance is through the Board of Directors (the ‘Board’) and Local Governing Bodies (LGBs). The Board is responsible for the effective operation of BEST and each academy therein. LGBs are committees of the Board. Each LGB operates to support and hold the Principal to account for the performance of students and staff within their academy.

Thank you

Thank you for volunteering to be a Governor. It is a terrifically rewarding and highly demanding role. Only the best educational standards are acceptable. As a Governor, you will gain skills appropriate to the scale and nature of the task; set the highest expectations and tackle any signs of underperformance; and help to ensure that all students strive to be the best they can be and are well prepared for life.

The purpose of this handbook is twofold. Firstly, it outlines the core role and functions of the Board and the LGBs. Secondly, it provides a point of reference on all the legal duties of Governors, signposting to more detailed information, guidance and resources.¹

The handbook will be kept under review and updated to reflect feedback from the BEST community and the law affecting Governance and changes to education policy. This is an ongoing process.

I wish you every success and much enjoyment in your service to our students, staff and schools.

Dr Alan Lee
Chief Executive Officer &
National Leader of Education

Date Adopted: September 2016
Review Date: January 2017

Summary
BEST is the legal entity responsible for the governance of all academies within the Trust. BEST shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of academies that the Secretary of State may publish to the extent permitted by the governing documents.

The object of BEST is to advance education for the public benefit in the United Kingdom. This is achieved by establishing, maintaining, managing and developing academies. The academies will offer high quality education and collaborate and compete with each other to continually raise standards and best serve the wider community.

We believe in lean, focused and impactful governance. Leaders are empowered through a high autonomy and high accountability culture that always puts children first.

BEST Vision Statement

- to grow the BEST in everyone -

We believe in the importance of high expectations, hard work and the development of a community of schools where each of us strive to ‘be the best that we can be’.

BEST Values
We will:

Always put Children first
Our reference point question is ‘how will this improve outcomes for children and enable them to go on and succeed in life?’

Collaborate to support and compete to challenge
Our schools work together to add value and compete to continually improve

Provide community based provision
Our schools form a coherent learning community at the heart of the Bedfordshire community

Core operating principles
We will:

Deliver BEST outcomes
Outcomes will be in the top 20% nationally

Provide BEST opportunities
An extensive range of opportunities beyond the classroom will be provided to develop the whole person

Nurture talent
Our responsibility is to invest in our people and bring out the BeST in everyone

Operate a high autonomy, high accountability culture
Professionals will lead our system and take responsibility to continually raise standards

Lead through service
Leaders and followers will work together with mutual respect and shared responsibility
The Board of Directors is responsible for the effective operation of BEST and each academy therein. It provides ongoing challenge and support to the executive team and to Local Governing Bodies (LGBs). The Board of Directors meets six times per year plus any extraordinary meetings.

The Board fulfils the following key roles through delegation of its powers to the CEO:

- Ensures safety, health and compliance across all BEST academies and activities
- Ensures Directors are appropriately informed about BEST performance, including financial performance
- Ensures BEST values are the starting and reference point for all activities

The operation of the Board is set out in BEST’s Articles of Association. The Board currently comprises of seven members, including the CEO.

Key responsibilities:

- Ensure the quality of the educational provision at each academy
- Establish and oversee the strategic direction of each academy and challenge and monitor its performance
- Employ staff
- Co-operate with other staff and institutions
- Ensure compliance with all the relevant legislation, including (but not limited to) that relating to the health and safety of its employees, students and visitors
- Ensure that trust’s funds are used only in accordance with the law, its articles of association, its funding agreement and the Academies Financial Handbook. Challenge and monitor the financial governance and strategy of BEST through the delegation of powers to its Finance and Audit Committee (see point 1 for BEST scheme of Financial Delegation).
- Ensure regular effective communication with Local Governing Bodies via the Chair and CEO
- Approve the admissions policies of individual academies or free schools
- Consider proposals for growth of BEST or change of strategic direction

Aspects of these responsibilities may be delegated to the CEO or individual LGBs, with the day-to-day running of each academy delegated to the respective Academy Principal. For example, the Board will:

- Be informed by the CEO on the appointment of Principals to individual academies, which are subject to Directors’ approval
- Ensure clarity of roles for LGBs and (via the CEO and Chairs of LGBs) that there is effective governance at individual academy level
- Ensure the CEO has provided training for LGBs and their Chairs to fulfil their delegated duties as set out in this document
- Via the Chair of the Board, to undertake performance management of the CEO
- Ensure clarity of roles and accountability between the Board, the CEO, Principals and Chairs of LGBs
- Approve the Trust pay and performance policy and devolve operational aspects to the CEO
- Ensure all finances and senior pay awards are effectively managed by the CEO and Finance Director through the Performance Committee
Evidence of the effectiveness of the Board will be provided by:

- Output from the annual self-assessment audit
- Achievement at each academy
- Approving the targets set for each academy
- Rapid and demonstrable progress for students
- Reduction in the gap between performance of different groups of students and the average
- Rigorous, data oriented assessment of teaching quality and student progress
- High standards of behaviour, good attendance and a safe environment in each academy
- A strong BEST-wide culture of spiritual, moral, social and cultural development
- Universally high expectations of staff as well as students
- Governors acting as a driving force for improvement regularly checking their own effectiveness
- Positive parent/carer feedback
- Collection of data indicating academies regarded as an asset within their communities
- Evidence of decisive action taken to address financial and leadership challenges at individual academy level.
Overall Purpose and Responsibility:

The Finance & Audit Committee coordinates the Board’s financial responsibilities by recommending policy to the Board, interpreting it for staff, and monitoring its implementation. The committee also provides Board overview of BEST financial audit and ensures the proper checks and balances are in place. The role of the Finance & Audit Committee is to help the Board carry out its fiduciary duties.

Composition

- The Finance & Audit Committee will consist of a minimum of three Members, including at least two Directors of the Board (one of whom will be the Chairperson of the Board), with appropriate skills and experience
- The members of the Finance & Audit Committee shall be appointed by the Board of Directors
- Members of the Finance & Audit Committee may serve for a term of not more than four years, renewable only by the Board at their discretion, with a recommended maximum of two terms
- The Chief Financial Officer (CFO) and Chief Executive Officer (CEO) of the Trust shall be present at all Finance & Audit Committee meetings but will not be Members of it and therefore have no voting rights

Proceedings

- The Finance & Audit Committee shall meet at least three times a year
- Unless otherwise determined by the Board of Directors, a quorum shall consist of three Members of the Committee
- Any Board Member may attend a meeting of the Finance & Audit Committee including those who are not members of the Committee
- The Chief Executive Officer and the CFO and such other members of staff as the Chair of the Committee may require, shall be in attendance at Committee meetings
- Meetings of the committee shall be called by the Clerk of the committee at the request of the Chair of the Committee and/or the Chair of the Board or at the request of the external auditors or the CFO if they consider it necessary
- Unless otherwise agreed by the Chair of the Committee, annual meeting cycle dates will be published at the start of each academic year, with confirmation of the date/time and the venue for the next meeting in the cycle confirmed at the end of the previous meeting. An agenda of items to be discussed and supporting papers shall be forwarded to each member of the Committee and any other person required to attend, no later than ten working days before the meeting
- The clerk shall minute the proceedings and decisions of all meetings of the Committee, including recording names of those present and in attendance and apologies and explanation for those not able to attend
- All documents will be placed on GovHub

Reporting

- The Finance & Audit Committee will report back to the Board of Directors at least three times a year at the formal Board of Directors meetings
- The Finance & Audit Committee will provide minutes of all its meetings for review at meetings of the Board of Directors
Main Duties

Development of a Financial Strategy

To be responsible for the development of the financial strategy of BEST including overseeing the production of the budgets and cash flow forecasts, the definition and implementation of an appropriate finance control framework, and in particular:

- Monitor financial aspects of BEST and oversees its financial planning
- Monitor that adequate funds are available for the plan
- Monitors the implementation of financial policy
- Monitor the Trust's financial records
- Review, oversee, and ensure the creation of accurate, timely, and meaningful financial statements to be presented to the Board
- Consider the financial implications of the business plan of BEST and make recommendations to the Board as appropriate
- Monitor the financial implications of the enabling strategies and investments (e.g. People, IT, estates and procurement) to facilitate strategy delivery

Monitoring performance against budget

To be responsible for ensuring that financial performance is monitored against budget, and in particular:

- Assure the Board that the financial statements accurately reflect BEST’s financial condition
- Review the annual budget and recommend it to the Board for approval
- Ensure the budget plan is clearly linked to the strategic plan
- Monitor budget implementation and financial procedures
- Safeguard BEST’s assets
- Monitor compliance with financial reporting requirements
- Help the Board and the CEO understand the Trust's finances and the general financial situation of BEST
- Monitor the Trust's financial condition, anticipate financial problems and ensure that corrective action is taken where necessary
- Maintain and regularly review the Trust’s risk register, investigating on behalf of the Board of Directors financial or administrative matter which may put the Trust at risk
- Examine reports on special investigations and advise the Board of Directors accordingly
- Ensure guidance and assistance is available to the Board of Directors and the Chief Executive Officer to ensure BEST is complying with all aspects of the law, relevant regulations and good practice
- Verify that the culture exists within BEST whereby each individual feels that he or she has a part to play in guarding the probity of the Trust and is able to take any concerns or worries to an appropriate member of the Trust management team or in exceptional circumstances, directly to the Chair of the Finance & Audit Committee

Internal and external audit function

To be responsible for overseeing the internal and external audit function, and in particular:

- Recommend to the Board of Directors a framework of effective audit coverage, having reviewed the internal and external audit processes
- Advise the Board of Directors on the minimum and the optimum level of internal and external audit arrangements
• Ensure that regular compliance audits are carried out in the following areas: accounting system, wages and salaries, expenses/accounts payable and income/accounts receivable
• Ensure that appropriate internal controls are in place and robustly executed
• Monitor internal and external audit reviews and advise the Board of Directors accordingly. This may be by means of summary reports from Chief Executive or CFO ensuring that the full reports are available to any member of the Finance & Audit Committee or the Board of Directors should they be required to see them
• Consider the appropriateness of executive action following internal audit reviews and advise the Chief Executive on any additional or alternative steps to be taken; and
• Ensure there is coordination and good working relationships between internal audit, external audit and any other review bodies.

External audits
To be responsible for overseeing and monitoring the effectiveness of the external audit function, and in particular:

• Ensure the trust produces externally audited financial statements annually to recommend to the Board of Directors
• Determine the frequency of tendering for external auditing services
• Consider tenders for the external auditing services and recommends to the Board of Directors which firm should carry out the annual external audit of BEST accounts
• Following Board approval, instruct an independent external auditor to conduct an annual examination of BEST financial statements
• Scrutinise and advise the Board of Directors on the contents of the draft audit report and or any management letter that the auditors may wish to present to the board, and formulate for the Board use any written representations that may be needed by the auditors in connection with BEST statutory accounts or any other financial statements
• Discuss with the external auditors any problems or reservations arising from the draft external audit report and draft management letter, reporting relevant issues to the Board of Directors and advising the Board accordingly
• Review the performance of the external auditors and advise the Board of Directors on any changes that ought to be made to their terms of engagement; and
• Obtain any necessary external professional advice to enable the Finance & Audit Committee to carry out its responsibilities more effectively

Authorisation
The Finance & Audit Committee is authorised to:

• Consider and make recommendations on matters of financial policy to the Board
• Review the implications of changes in regulation on accounting practices and policies and advise the Board as appropriate
• Consider and approve changes to financial standing orders, notify changes to the Board of Directors as appropriate
• Consider the financial implications of new initiatives and changes in current procedures on both the short and long-term finances of BEST, assessing and authorising expenditure within the Committee’s limits as specified within the Trust’s Scheme of Delegation and recommend expenditure for Board of Directors approval that are above the Committees limits
• Obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board of Directors
Overall Purpose and Responsibility:

- To ensure the Board meets its legal responsibilities to its employees and volunteers
- To ensure work practices are both compliant with employment legislation and nurture the wellbeing of all by striving to achieve best practice
- To promote the development of a healthy happy workplace, free from discrimination, where everyone can achieve their full potential and teach, or support the delivery of, outstanding lessons for students

Composition

- Three members of the Board
- The Human Resources Manager (HRM) and Chief Executive Officer (CEO) of the Trust shall be present at all HR Committee meetings but will not be Members of it and therefore have no voting rights
- External advisers by invitation

Proceedings

- The HR Committee will meet three times a year. An agenda will be published at least two weeks in advance of the meeting
- Any other BEST personnel invited to attend by the Chair will be informed at least two weeks in advance
- All documents will be placed on GovHub

Reporting

- The Clerk to the Committee will distribute minutes – in the form of agreed actions – of the HR Committee to its’ members
- Key documents, such as action plans generated by the group will be kept updated on GovHub. At relevant times of the year, the Chair of the Committee and CEO will report these to the Board

Main duties

- Empower BEST to become the local employer of choice
- Responsible for the implementation and monitoring of the Trust’s Public Sector Equality Duty and the promotion of diversity in the workplace
- Ensure the Trust’s DBS protocols and safeguarding arrangements are in place
- Monitor the implementation and effectiveness of HR policy and initiatives
- Consider the HR implications of the BEST business plan and make recommendations to the Board as appropriate
- Monitor all grievance, formal disciplinary, termination, capability, salary and re-grading decisions made at each academy by the Principal or senior leadership. Report any high risk decisions, events or tribunal claims to the Board
- Approve and monitor the transfer of staff to and from the Trust in accordance with the TUPE regulations, in particular, the impact of terms of employment, of incoming staff, protected under the regulations
- Review changes to the Trust’s Pension Schemes and make policy recommendations to the Board
• Review the annual pay award for both teaching and support staff and recommend adoption or otherwise to the Board
• Recommend to the Board the content of Settlement Agreements, constructed in accordance with the latest EFA guidance
• Review employee attendance data, occupational health and counselling referrals, requests for ill health retirement and wellbeing initiatives
• Participate in the recruitment process for senior posts, including but not exclusively, Principals, senior specialist posts and Executive Officers
• Appoint and hold to account a lead negotiator to represent the views of the Board at formal meetings with the recognised Trade Unions over matters of policy, pay and disputes with the Trust
• Examine, question and approve/reject commencement of redundancy and/or employee reorganisation initiatives and outcomes subject to being satisfied that the correct procedures have been followed
• Hear appeals, as required, against any termination of employment or grievance outcome initially heard by a Principal or the CEO
• Obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board of Directors
Overall Purpose and Responsibility:
- To ensure targets are output-driven and deliver sustained and substantial improvement
- To monitor the academic performance of individual academies and BEST as a whole
- To provide informed, objective and consistent challenge to the leadership of the Principals and school leadership teams

Composition
- Three members of the Board, including the CEO
- External advisory positions by invitation: HMI or equivalent with primary expertise; HMI or equivalent with secondary expertise

Proceedings
- The Performance Committee will meet three times a year. An agenda will be published at least two weeks in advance of the meeting
- Any other BEST personnel invited to attend by the Chair will be informed at least two weeks in advance
- All documents will be placed on GovHub

Reporting
- The Clerk to the Committee will distribute minutes – in the form of agreed actions – of the Performance Committee to its members
- Key documents, such as action plans generated by the group will be kept updated on GovHub. At relevant times of the year, the Chair of the Committee and CEO will report these to the Board

Main duties
- To review performance information – including Appraisal documentation – pertaining to each academy and BEST as a whole and to consider the appropriateness of BEST strategic priorities and deployment of resources in the light of this
- To analyse predicted performance over a three year timeframe – flight path – for each academy
- To interrogate in detail issues pertinent to the quality of teaching and assessment, leadership at all levels and behavior and personal development
- To receive reports on and recommendations for CPD across all BEST schools
- To review all external QA reports and responses to their recommendations made by BEST, Principals, individual school SLTs and LGBs
- To approve and monitor BEST’s Teaching School action plan
- To review the impact of the BEST Teaching School in driving up standards and assisting recruitment across BEST
- To invite attendance at its meetings of relevant colleagues e.g. Principals, Chairs, SLT as necessary
- To commission reports into various aspects of BEST’s practice
Overall Purpose and Responsibility:
- To provide the opportunity for LGB members from different academies and Board members to meet
- To facilitate good communications between the Board of Directors and LGBs
- To offer a discussion forum for challenges to and management of LGBs

Composition
- The Chair and CEO will invite the Chairs and Vice Chairs – or their nominated representatives - of each LGB
- Board members have an open invitation to attend

Proceedings
- The group will meet once a term
- There will be no agenda and a wide-range of issues will be discussed informally
- The CEO will report back to the Board on the meeting, attendance and general discussion themes/recommendations for action
Chief Executive Officer

The CEO is appointed by the Board of Directors to fulfil the following delegated objectives.

Objectives:

• Act as the Accounting Officer for BEST
• Safety, health and compliance
• Setting and communicating strategy for the chain
• Ensuring the Board of Directors is appropriately informed through agreed mechanisms
• Ensuring that the guiding values of BEST are faithfully upheld, revisited and reinforced

Key responsibilities:

Effective management of budgets

The CEO will be accountable for budgetary planning and delivery and will ensure effective use of resources to achieve value for money through centralisation and sharing where appropriate across BEST and within individual academies.

Performance and Standards

The CEO will be accountable to the Board for:

• Providing effective performance management of BEST Principals
• Standards in every BEST academy
• Ensuring robust quality assurance processes are in place at each academy and that LGBs carry out their duties effectively
• Defining expectations and operating rigorous data-based progress assessment
• Ensuring tactical capacity for support is in place either using shared or central resources
• Ensuring robust management reporting is in place at each Academy
• Preparing and presenting reports to the Board of Directors
• Assuring high standards of probity in the management of the trust’s funds with respect to Regularity, Propriety and Value for Money

People

The CEO appoints Principals on behalf of the Directors and has the right of veto to any appointment below the level of Principal to BEST. The CEO provides regular updates on performance targets for all Principals. The CEO is accountable to the Board for:

• Ensuring appropriate numbers, qualification and skills of staff in each academy
• Ensuring appropriate professional development and talent management is in place
• Ensuring that pay is appropriately linked to performance
• Intervening at individual academy level where necessary
• Appointment processes and procedures, including safeguarding
• Managing Principals and senior central team staff as direct reports
Local Governing Bodies

The Local Governing Bodies (LGBs) are committees of the Board. It is the role of the LGBs to support and strengthen their Principal's leadership through robust challenge and to work via the Chair to hold the Principal accountable for the performance of students and staff. Local Governing Bodies meet at least three times per year.

The objectives of LGBs are to be accountable to the CEO and Board for ensuring:
- local processes are in place and are adequate for safety, health and compliance
- the Board are informed through agreed mechanisms
- that the vision and values of BEST are faithfully upheld, revisited and reinforced
- that outcomes for all students are in the top 20% nationally
- with the Principal that the highest standards of student behaviour are achieved and sustained

The composition of LGBs is determined by the Board of Directors, subject to the Articles of Association. Directors may attend any LGB meeting. The Principal of the Academy is automatically a governor.

The Chair of the LGB will be appointed by a resolution Board of Directors who will take into account any representations made by the LGB prior to appointment. Each LGB will include elected parent representatives, community representatives and any other co-opted governors, such as staff representatives, as deemed appropriate by the Board in consultation with the LGB Chair.

Members of any LGB may be invited to attend meetings or sit on an exclusion panel in another BEST academy where their particular skills/experience may be of use; similarly they may be invited to join review/appeals panels relating to personnel and disciplinary matters including the conduct of staff in any BEST academy.

Key responsibilities:
- Ensuring there is local adaptation/ adoption of central policies and functions as directed by the CEO on behalf of the Board of Directors
- Hold the Principal to account for educational performance and student progress
- To be accountable for ensuring compliance
- To be aware of academy performance and challenges through regular visits and good management reporting
- Understand the academy's strengths and development needs and to agree strategic planning priorities with the Principal subject to approval by the CEO and Board of Directors
- Listening to and ensuring effective relationships with students, parents and local schools
- Responsible for supporting the Principal to set/uphold high standards of discipline and conduct for students and staff alike
- Reflecting and responding to the needs and opportunities within the community
LGBs will work with their Principal and the CEO to ensure:

- Staffing capacity and professional development is appropriate
- Quality assurance is effective and appropriate targets are in place
- Student progress meets BEST expectations, for different groups and in general
- Pupil premium expenditure has an effective impact on reducing gaps between groups and the average
- Student applications, admissions, attendance and exclusions information is regularly reviewed
- Every school is ‘adding value’ to each student they educate, following the ‘no-one left behind’ mantra
- Staff absence, recruitment, retention is regularly reviewed

The effectiveness of the work of LGBs will be evidenced by:

- Challenging debate at meetings on performance and improvement (i.e. in minutes of meetings)
- Good parental feedback (through questionnaires and records of other consultation events)
- Good feedback on the impact of the academy in the community (range of evidence sources)
- Demonstrable checks on their own effectiveness using a BEST-wide effectiveness self-audit tool for LGBs
- Participation in the BEST CPD for Governance Programme
Role description: to contribute to the work of the governing body in ensuring high standards of achievement for all children and young people in the school.

This code sets out the expectations on and commitment required from governors in order for the governing board to properly carry out its work within BEST and the community.

The governing body has the following core strategic functions:

Establishing the strategic direction, by:

• Setting the vision, values, and objectives for the school in line with those of BEST and in agreement with the CEO and Directors
• Agreeing the school improvement strategy with priorities and targets. This will be based on an accurate and comprehensive self-review
• Meeting statutory duties

Ensuring accountability, by:

• Challenging the Principal
• Monitoring progress towards targets
• Engaging with stakeholders
• Contributing to school self-evaluation

As individuals on the Governing Body for each school we agree to the following:

Role & Responsibilities

• We understand the purpose of the Board and the role of the CEO
• 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 BEST Board when we have been specifically authorised to do so
• We accept collective responsibility for all our decisions
• 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 governance 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 BEST. Our actions within BEST and the local community will reflect this
• In making or responding to criticism or complaints affecting BEST we will follow the procedures established by the BEST board
• We will actively support and challenge the CEO and Principals
Commitment

- We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the governing body, 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 to school arranged in advance with the staff and undertaken within the framework established by the governing body and agreed with the Principal.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.

Relationships

- We will strive 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 governors.
- 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 governors 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 local authority 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 pupils, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a governing body meeting.
- We will not reveal the details of any governing body 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 governing body's business 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 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 governing body.

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 governing body will only use suspension 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 governor, such as the vice chair will investigate.
Charter for Members of Local Governing Bodies

- As soon as possible after appointment, complete a Governor Self Audit form and attend a Governor Induction session.
- Undertake annual update training operated by BEST covering the following:
  - Understanding of student progress data including all ‘groups’ (pupil premium, EAL, SEN, etc.) the academy’s SEF/scorecard and OfSTED data dashboard for governors
  - Quality assurance including: impact of strategies to improve student outcomes, e.g. pupil premium funding; strengths and weaknesses of teaching; capacity of leadership and management; impact of teaching and leadership and management on learning and progress in different subjects and groups (year groups, EAL, SEN, etc.)
  - Robustness of the academy’s performance management; use of the BEST’s teacher standards/career stage expectations and the link to pay progression
  - Measuring the satisfaction, engagement and confidence of students and parents
  - Scope, relevance and planned changes to the curriculum
  - Attendance, behaviour and exclusions
  - The academy development plan
  - Overview of budget
  - Ofsted expectations of governors
  - Role of the Local Governing Body in monitoring quality, safeguarding, and promoting community engagement
- Attending at least (2/3) of meetings per year, or in the case of LGBs that meet more than 3 times, achieve at least 75% attendance. In the event an individual governor’s attendance falls below this, their ability to effectively discharge their duties as a governor will be reviewed with them by the Chair of the Local Governing Body
- Make at least 2 visits to the school during teaching time each year to meet students and staff and gain direct experience of specific aspects of the academy agreed with the Local Governing Body Chair and Principal. Talk with parents during the visit wherever possible
- Make an active contribution to Local Governing Body meetings
- Champion the common purpose of the BEMAT and goals of the Local Governing Body outside of meetings and within the community.
- Aim to remain current with the national agenda on education, including reading relevant update literature issued by BEMAT and/or DFE
- Read and remain aware of the requirements and obligations under academy policies, comply with relevant obligations and ensure regular review to ensure practice reflects policy
- Take a proactive role in at least annual review of Local Governing Body effectiveness as required by the Board of Directors
- Seek further support where necessary from the BEST’s Governor Advice line accessed via the CEO, Dr. Alan Lee, alee@bemat.org.uk or 07984 404578
## Board of Directors and Local Governing Bodies Roles and Powers

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<td>• Strategy and growth plans</td>
<td>• Critical friend to the Principal</td>
</tr>
<tr>
<td>• BEST financial performance and results</td>
<td>• Monitoring academy performance</td>
</tr>
<tr>
<td>• Approval of strategic plan; monitor against targets</td>
<td>• Approval of the development plan</td>
</tr>
<tr>
<td>• Hiring the CEO</td>
<td>• Involvement in the construction/approval of both the School Improvement Plan and Self-Evaluation document – copy kept on GovernorHub</td>
</tr>
<tr>
<td>• Education performance of BEST against targets</td>
<td>• Local relations: Academy at the heart of the community</td>
</tr>
<tr>
<td>• Hiring of Principals and central team (consulted)</td>
<td>• No financial responsibilities</td>
</tr>
<tr>
<td>• Compliance issues</td>
<td>• Consulted over Principals appointments, no veto</td>
</tr>
<tr>
<td>• Terms and conditions of employment within BEST</td>
<td>• Supporting the Principal in the day-to-day operations of the academy and with exclusion &amp; grievance procedures</td>
</tr>
<tr>
<td>• Escalated risks and issues from CEO and LGBs</td>
<td></td>
</tr>
</tbody>
</table>
1: Scheme of Financial Delegation

1. Power and Duties Reserved for the Board of Directors

General
1.1 Approval of a written scheme of delegation of its financial powers and duties to its Finance Committee, the Chief Executive Officer, the Trust Chief Finance officer and other staff. The scheme must satisfy the Board of Directors ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Trust. The Scheme of Delegation should be operated in conjunction with the Finance manual and regulations of the Trust.

Budgets/Budgetary Control
1.2 Formally approving the annual Trust budget
1.3 Considering budgetary control reports from the Finance Committee at every meeting, with relevant explanations and documentation where required
1.4 Authorisation of all virements in excess £250 000 between budget headings. Details of all virements approved and authorised by the Finance Committee are to be formally notified to the Board of Directors

Purchasing
1.5 Maintenance of a Register of Pecuniary and Business Interests for all Members, Directors, Governors and Trust staff with financial responsibilities
1.6 Authorisation of the award of tenders above £250 000

Income
1.7 Authorisation of the write off of debts not collectable (the Secretary of State’s prior approval is also required if debts to be written off are above the value set out in the annual funding letter)

Security of Assets
1.8 Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value in excess of £20,000

Accounts and Audit
1.9 Approval of the audited financial statements

Informing the EFA if it suspects any irregularity affecting resources
2: Scheme of Financial Delegation

2. Powers and Duties Reserved for the Finance and Audit Committee

General

2.1 Exercising the powers and duties of the Board of Directors in respect of the financial administration of the Trust, except for those items specifically reserved for the Board of Directors and those delegated to the Chief Executive Officer, and other staff

2.2 Reporting on decisions taken under delegated powers to the next meeting of the Board of Directors

Budgets/Budgetary Control

2.3 Reviewing the annual Trust budget and recommending its acceptance, or otherwise to the Board of Directors

2.4 Considering budgetary control reports on the Trusts financial position at every meeting, taking appropriate action to contain expenditure within the budget and report to the Board of Directors

2.5 Reviewing the virement of sums between budget heads, subject to a limit of £75,000 as approved and authorised by the Chief Executive Officer and Trust Chief Finance Officer, which are to be formally notified to the Finance Committee who shall minute the notification

2.6 Approving virements between budget headings of up to £250,000

2.7 Reporting to the Board of Directors all significant financial matters and any actual or potential overspending

Purchasing

2.8 Authorising the award of orders and contracts over £75,000 and up to £250,000

Security of Assets

2.9 Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £20,000 and reporting such authorisations to the Board of Directors

Accounts and Audit

2.10 Appointment of external auditors

2.11 Reviewing the draft financial statements and external audit reports and highlighting any significant issues to the Board of Directors

2.12 Receiving the reports of the auditor on the use of resources, systems of internal financial control, and discharge of financial responsibilities and highlighting any significant issues to the Board of Directors

2.13 Receiving quarterly reports from independent auditors on our internal controls

2.14 Monitoring outcomes of the internal peer reviews that are undertaken on a termly basis
3: Scheme of Financial Delegation

3. Powers and Duties Reserved for the Chief Executive Officer

The Chief Executive Officer has delegated powers and functions in respect of internal organisation, management and control of the Trust, the implementation of all policies approved by the Board of Directors and for the direction of teaching and the curriculum

The Chief Executive Officer shall be responsible for:

**Budgets/Budgetary Control**

3.1 Reviewing income and expenditure reports and highlighting actual or potential overspending to the Finance Committee

3.2 Approving virements between budget headings of up to £75,000 and reporting such approval to the Finance Committee

**Financial Management**

3.3 Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations

**Purchasing**

3.4 Authorising all orders and contracts over £20,000 in conjunction with the CFO

3.5 Ensuring that all contracts and agreements conform to the Financial Regulations

**Payroll and Personnel**

3.6 Approval/veto of proposals and authorisation of changes to the Trust’s establishment

**Security of Assets**

3.7 Ensuring that there are annual independent checks of assets and the asset register

3.8 Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control

**Accounts and Audit**

3.9 The operation of financial processes within the Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained

3.10 Ensuring ongoing in-year QA processes are in place via independent scrutiny and internal checks
The CFO shall be responsible for the strategic financial planning in conjunction with the CEO and Executive Principals relating to:

**Budgets/Budgetary Control**

4.1 Preparing an annual draft budget plan for consideration by the Finance Committee and Board of Directors

4.2 Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Trusts financial position to every meeting of the Finance Committee. Any actual or potential overspending shall be reported to the Finance Committee

4.3 Approving virements between budget headings up to a value of £75 000 and reporting such approval to the Finance Committee

**Purchasing**

4.4 Ensuring that the individual academies are maintaining a register of formal contracts entered into, amounts paid and certificates of completion and are retaining the quotes obtained for goods, works and services. Whilst overall responsibility for this sits with the CFO, maintenance of such records can be delegated to the BEMAT Projects and Operation Manager

4.5 Ensuring that all correct invoices are duly certified by authorised staff before payments

4.6 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments

**Payroll and Personnel**

4.7 Authorising the monthly payroll

4.8 With the CEO, jointly authorising any changes to the staff structures in the individual academies

4.9 With the CEO, jointly authorising any posts advertised in any academy

4.10 Authorising any changes in salary to existing staff after consultation with the CEO

**Banking Arrangements**

4.11 Maintaining proper records of accounts and reviewing monthly bank reconciliations

**Accounts and Audit**

4.12 The operation of financial processes within the Trust, ensuring that adequate operational controls are in place and that the principles of internal control are maintained

4.13 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information

4.14 Ensuring that all records and documents are available for audit by the appointed external auditors

**Insurances**

4.15 Ensuring that arrangements for insurance cover are in place and adequate

4.16 Notifying the Finance and Audit Committee on any eventuality that could affect the Trust’s insurance arrangements
5: Scheme of Financial Delegation

5. Powers and Duties Reserved for all other staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Financial Regulations.

Academy Principals:

5.1. Authorising monthly payroll, CFO can authorise in the Principals’ absence
5.2. Checking and certifying monthly statements of expenditure against their delegated budgets
5.3. Reporting any errors or irregularities to the Trust CEO and CFO. Any actual or potential overspend shall also be reported to the CEO and CFO

Delegated Budget Holders:

5.4. Authorising order requisitions provided they are within the scope and remaining balance of their delegated budget

Finance Co-ordinator

5.5. Provides support to the CFO and Finance Assistants in carrying out their responsibilities to ensure a consistent approach across the trust
5.6. Responsible for day to day transactions and reporting for the executive account

Finance Assistants:

5.7. Ensuring that all income is accurately accounted for and is promptly collected and banked intact
5.8. Ensuring that all expenditure is accurately accounted for and invoices are correctly authorised for payment
5.9. Placing orders
5.10. Keeping all relevant audit paperwork associated with income, expenditure, petty cash, purchase orders, contracts
5.11. Produce at least termly statements of income and expenditure to budget holders
5.12. Produce monthly management accounts
5.13. Checking monthly payroll payments and reporting any errors to the payroll provider. Checking data held by payroll provider matches the academies local accounting system on an annual basis
5.14. Assisting the Principals in setting the budget

Security of Assets

The Academy Finance Team are responsible for:

5.15. Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant. Items over £2,000 are added to the fixed Asset register

Information and Communication Systems

The Trust IT Manager is responsible for:

5.16. Maintaining the standards of control for such systems in operation within the Trust to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act
<table>
<thead>
<tr>
<th>Delegated Duty</th>
<th>Value</th>
<th>Delegated Authority</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordering Goods and Services</td>
<td>Up to £5,000</td>
<td>Budget Holder, Principal &amp; Business Manager or Trust CFO</td>
<td>Selection from preferred supplier list unless agreed otherwise with CFO</td>
</tr>
<tr>
<td></td>
<td>£5,001 to £20,000</td>
<td>Budget Holder, Principal &amp; Trust CFO</td>
<td>Minimum of 3 quotes</td>
</tr>
<tr>
<td></td>
<td>£20,001 to £60,000</td>
<td>As above plus Chief Executive Officer</td>
<td>Minimum of 3 quotes</td>
</tr>
<tr>
<td></td>
<td>£60,001 to £250,000</td>
<td>As above plus Finance Committee</td>
<td>Formal Tendering Process, OJEU where appropriate</td>
</tr>
<tr>
<td></td>
<td>Over £250,000</td>
<td>As above plus Board of Directors</td>
<td>As above</td>
</tr>
<tr>
<td>Authority to accept other than lowest quotation or tender</td>
<td></td>
<td>Chief Executive Officer</td>
<td></td>
</tr>
<tr>
<td>Signatories for cheques, BACS payment authorisations and other bank transfers</td>
<td>Any</td>
<td>Two signatories from:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Trust CEO</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Trust CFO</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Trust COO</td>
<td></td>
</tr>
<tr>
<td>Signatories for EFA grant claims and EFA returns</td>
<td>Any</td>
<td>Two signatories from:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Trust CFO</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Chief Executive Officer</td>
<td></td>
</tr>
<tr>
<td>Virement of budget provision between budget heads</td>
<td>Up to £75,000</td>
<td>Trust CFO &amp; Chief Executive Officer reporting to the Finance Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Over £75,000</td>
<td>Board of Directors</td>
<td></td>
</tr>
<tr>
<td>Disposal of Assets</td>
<td>Up to £20,000</td>
<td>Chief Executive Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Over £20,000</td>
<td>As above plus Board of Directors &amp; EFA approval</td>
<td></td>
</tr>
<tr>
<td>Write-off of bad debts</td>
<td>Up to £10,000</td>
<td>Chief Executive Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Over £10,000</td>
<td>Board of Directors &amp; EFA approval</td>
<td></td>
</tr>
<tr>
<td>Purchase or sale of any freehold property</td>
<td></td>
<td>EFA approval</td>
<td></td>
</tr>
<tr>
<td>Granting or take up of any leasehold or tenancy agreement exceeding three years</td>
<td></td>
<td>EFA approval</td>
<td></td>
</tr>
<tr>
<td>Raising Invoices to collect Income</td>
<td></td>
<td>Finance Assistants</td>
<td></td>
</tr>
</tbody>
</table>
## Appendix 1: Schedule of Meetings 2016-17

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Time</th>
<th>Meeting</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>15&lt;sup&gt;th&lt;/sup&gt; September 2016</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>13&lt;sup&gt;th&lt;/sup&gt; October 2016</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>10&lt;sup&gt;th&lt;/sup&gt; November 2016</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>8&lt;sup&gt;th&lt;/sup&gt; December 2016</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>12&lt;sup&gt;th&lt;/sup&gt; January 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>9&lt;sup&gt;th&lt;/sup&gt; February 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>16&lt;sup&gt;th&lt;/sup&gt; March 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>20&lt;sup&gt;th&lt;/sup&gt; April 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>11&lt;sup&gt;th&lt;/sup&gt; May 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>15&lt;sup&gt;th&lt;/sup&gt; June 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>13&lt;sup&gt;th&lt;/sup&gt; July 2017</td>
<td>8:00am</td>
<td>BEST Principals &amp; HoS Meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; October 2017</td>
<td>8:00am</td>
<td>BEST Curriculum &amp; Progress meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>25&lt;sup&gt;th&lt;/sup&gt; November 2016</td>
<td>8:00am</td>
<td>BEST Curriculum &amp; Progress meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>27&lt;sup&gt;th&lt;/sup&gt; January 2017</td>
<td>8:00am</td>
<td>BEST Curriculum &amp; Progress meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>10&lt;sup&gt;th&lt;/sup&gt; March 2017</td>
<td>8:00am</td>
<td>BEST Curriculum &amp; Progress meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>5&lt;sup&gt;th&lt;/sup&gt; May 2017</td>
<td>8:00am</td>
<td>BEST Curriculum &amp; Progress meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>30&lt;sup&gt;th&lt;/sup&gt; June 2017</td>
<td>8:00am</td>
<td>BEST Curriculum &amp; Progress meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; October 2016</td>
<td>8:00am</td>
<td>BEST SEND meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>16&lt;sup&gt;th&lt;/sup&gt; November 2016</td>
<td>8:00am</td>
<td>BEST SEND meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>19&lt;sup&gt;th&lt;/sup&gt; January 2017</td>
<td>8:00am</td>
<td>BEST SEND meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; March 2017</td>
<td>8:00am</td>
<td>BEST SEND meeting</td>
<td>Training Centre, RBA</td>
</tr>
<tr>
<td>26&lt;sup&gt;th&lt;/sup&gt; April 2017</td>
<td>8:00am</td>
<td>BEST SEND meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>22&lt;sup&gt;nd&lt;/sup&gt; June 2017</td>
<td>8:00am</td>
<td>BEST SEND meeting</td>
<td>Bungalow, RBA</td>
</tr>
<tr>
<td>14&lt;sup&gt;th&lt;/sup&gt; September 2016</td>
<td>16:00pm</td>
<td>BEST Directors’ meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; December 2016</td>
<td>16:00pm</td>
<td>BEST Directors’ meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>18&lt;sup&gt;th&lt;/sup&gt; January 2017</td>
<td>16:00pm</td>
<td>BEST Directors’ meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>15&lt;sup&gt;th&lt;/sup&gt; March 2017</td>
<td>16:00pm</td>
<td>BEST Directors’ meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>26&lt;sup&gt;th&lt;/sup&gt; April 2017</td>
<td>16:00pm</td>
<td>BEST Directors’ meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Meeting Type</td>
<td>Location</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------</td>
<td>--------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>28th June 2017</td>
<td>16:00pm</td>
<td>BEST Directors’ meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>23rd November 2016</td>
<td>13:30pm</td>
<td>BEST HR committee meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>8th February 2017</td>
<td>15:00pm</td>
<td>BEST HR committee meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>1st March 2017</td>
<td>13:30pm</td>
<td>BEST HR committee meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>14th June 2017</td>
<td>13:30pm</td>
<td>BEST HR committee meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>23rd November 2016</td>
<td>15:00pm</td>
<td>BEST Finance committee meeting (Audit)</td>
<td>BEST House</td>
</tr>
<tr>
<td>1st March 2017</td>
<td>15:00pm</td>
<td>BEST Finance committee meeting</td>
<td>BEST House</td>
</tr>
<tr>
<td>14th June 2017</td>
<td>15:00pm</td>
<td>BEST Finance committee meeting (Budget)</td>
<td>BEST House</td>
</tr>
<tr>
<td>23rd November 2016</td>
<td>16:30pm</td>
<td>BEST Performance Committee</td>
<td>BEST House</td>
</tr>
<tr>
<td>1st March 2017</td>
<td>16:30pm</td>
<td>BEST Performance Committee</td>
<td>BEST House</td>
</tr>
<tr>
<td>14th June 2017</td>
<td>16:30pm</td>
<td>BEST Performance Committee</td>
<td>BEST House</td>
</tr>
<tr>
<td>18th October 2016</td>
<td>4:00pm</td>
<td>BEST Senior Leadership meeting</td>
<td>Library, SWA</td>
</tr>
<tr>
<td>7th February 2017</td>
<td>4:00pm</td>
<td>BEST Senior Leadership meeting</td>
<td>Library, SWA</td>
</tr>
<tr>
<td>23rd May 2017</td>
<td>4:00pm</td>
<td>BEST Senior Leadership meeting</td>
<td>Best House</td>
</tr>
</tbody>
</table>
## Appendix 2: BEST Policy Cycle

<table>
<thead>
<tr>
<th><strong>BEMAT POLICY TITLE</strong></th>
<th><strong>OWNER</strong></th>
<th><strong>VERSION IN CIRCULATION AT PRESENT</strong></th>
<th><strong>CATEGORY</strong></th>
<th><strong>ISSUE DATE</strong></th>
<th><strong>REVIEW DATE</strong></th>
<th><strong>COMMENT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCESSIBILITY PLAN</td>
<td>SCHOOL</td>
<td>MANDATORY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADMISSIONS ARRANGEMENTS</td>
<td>SCHOOL</td>
<td>MANDATORY</td>
<td></td>
<td></td>
<td></td>
<td>Currently BEMAT – moving to school</td>
</tr>
<tr>
<td>ADOPTION LEAVE</td>
<td>HR</td>
<td>BEST</td>
<td>MANDATORY</td>
<td>Oct-16</td>
<td></td>
<td>Consultation completed April 2016</td>
</tr>
<tr>
<td>ANTI-BRIBERY</td>
<td>FINANCE/HR</td>
<td>BEST</td>
<td></td>
<td>Sep-16</td>
<td></td>
<td>Consultation completed April 2016</td>
</tr>
<tr>
<td>APPOINTING A NEW HEADTEACHER</td>
<td>HR</td>
<td>LA POLICY (HR)</td>
<td>MANDATORY</td>
<td></td>
<td></td>
<td>Under review by B Tredget</td>
</tr>
<tr>
<td>APPRAISAL PROCEDURE FOR SUPPORT STAFF</td>
<td>HR</td>
<td>BEST POLICY</td>
<td></td>
<td>Oct-13</td>
<td>Sep-15</td>
<td>Under review by B Tredget</td>
</tr>
<tr>
<td>APPRENTICESHIPS</td>
<td>HR</td>
<td>LA POLICY (HR)</td>
<td>MANDATORY</td>
<td></td>
<td></td>
<td>Under review by B Tredget</td>
</tr>
<tr>
<td>BEHAVIOUR</td>
<td>SCHOOL</td>
<td>MANDATORY</td>
<td></td>
<td></td>
<td></td>
<td>Currently BEMAT – moving to school</td>
</tr>
<tr>
<td>BEST, OUTSOURCING AND TUPE</td>
<td>HR</td>
<td>LA POLICY (HR)</td>
<td>MANDATORY</td>
<td></td>
<td></td>
<td>Under review by B Tredget</td>
</tr>
<tr>
<td>CAPABILITY PROCEDURE FOR TEACHERS AND SCHOOL SUPPORT STAFF</td>
<td>HR</td>
<td>BEST POLICY</td>
<td></td>
<td>Sep-13</td>
<td>Jul-14</td>
<td>Under review by B Tredget</td>
</tr>
<tr>
<td>CHARGING AND REMISSION</td>
<td>FINANCE</td>
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Appendix 3

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of the Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

All members of the LGB should sign the ‘Seven Principles of Public Life’ declaration. A copy of this should be stored on GovHub.

• **Selfishness** - 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.

I have received a copy of BEST’s Governance, Scheme of Delegation and Operational Structure’. I accept the conditions of being a Governor therein described and will do my very best to promote BEST and its schools at all times.

Name: ..........................................................................................................................................................................

Signature: ........................................................................................................................................................................

Date: ........................................