

An Daras Multi Academy Trust

Director Committee Structure and Terms of Reference

The An Daras Multi Academy Trust (ADMAT) Company

An Exempt Charity Limited by Guarantee

Company Number/ 08156955.

Status: Approved	
Recommended	
Statutory	Yes
Version	v1.0
Adopted v1.0	July 2016
Review v2	July 2017
Next Review	July 2018
Advisory Committee	ADMAT Members
Linked Documents and Policies	EFA Academy Financial Handbook, MFA/SFA, Articles of Association

An Daras MAT – Director Committee Structure and Outline Terms of Reference

Approved: July 2017



An Daras MAT – Draft Director Committee Structure and Outline Terms of Reference

All MAT committees to meet at least once per term prior to the full Board of Directors meeting (Red items relate to Church Foundation elements)
See ADMAT Delegation – Decision Planner for Statutory Responsibilities 2014
See ADMAT Governance Cyclical Plan

Committee 1	Committee 2	Committee 3	Committee 4	Committee 5	Committee 6
STRATEGIC	STRATEGIC	STRATEGIC	STRATEGIC	LOCAL	LOCAL STRATEGIC
Audit	Finance and Strategic Development	Resources, Staffing and Safeguarding (Ethos)	Teaching, Learning and Achievement	Local Governing Advisory Body (Church Foundation)	Pod LGAB Executive Committee (Ethos)
Membership	Membership	Membership	Membership	Membership	Membership
Minimum of 4 Directors	Minimum of 4 Directors	Minimum of 4 Directors	Minimum of 4 Directors	Minimum of 5/Maximum of 10 Local Governors	Chairs of Pod LGAB
To include the named Finance Director	To include the named Finance Director	To include the named Finance Director	Academy Improvement Officer – to attend as required	Head Teacher/Head of School	Executive Head teacher - Pod
Chair of Board to attend (Ex Officio)	Chair of Board to attend (Ex Officio)	Chair of Board to attend (Ex Officio)	Chair of Board to attend (Ex Officio)	Chair of Board to attend (Ex Officio)	Chair of Board to attend (Ex Officio)
CEO	CEO	CEO	CEO	CEO (Ex Officio)	CEO (Ex Officio)
Academy Business Manager – to attend as required	Academy Business Manager – to attend as required	Academy Business Manager – to attend as required			
Chair/Vice Chair	Chair/Vice Chair	Chair/Vice Chair	Chair/Vice Chair	Chair/Vice Chair	Chair/Vice Chair
Appointed by Committee annually	Appointed by Committee annually	Appointed by Committee annually	Appointed by Committee annually	Appointed by Committee annually	Appointed by Committee annually
Quorum	Quorum	Quorum	Quorum	Quorum	Quorum
3 Directors	3 Directors	3 Directors	3 Directors	3 Local Governors – of which 2 must be non-staff appointments	2 Chairs of LGAB+EHT
Purpose	Purpose	Purpose	Purpose	Purpose	Purpose
To undertake activities as deemed necessary in order to provide assurance to the	To scrutinise the decision making of the Accounting Officer, the MAT Central	To ensure that all MAT schools have effective and high quality staff. Ensure	To oversee the academic performance of the MAT as a whole and also individual	The Local Governing Advisory Body (LGAB) enables independent	The Pod LGAB Executive Committees core role is to play its part in ensuring

<p>MAT Board regarding the management and identification of risk and the sound management and control of the Trusts finances and other resources.</p>	<p>Team and the SALT Team, acting as critical friends to ensure best practice and value for money are fully considered when spending MAT funds. To link five year strategic growth to effective financial forecasting to ensure MAT economic viability and sustainability is achieved (e.g. over 3 to 5 years)</p> <p>To develop plans to implement the Asset Management Plan to ensure that the development, maintenance and replacement of all physical assets, equipment and facilities of the school, including premises, equipment, land, depreciating assets etc. are in line with the MAT Vision statement.</p> <p>To consider the MAT indicative funding, notified annually by the EFA and assess implications for the MAT in advance of the financial year, drawing any matters of significance or concern to the attention of the MAT BoD and/or LGAB</p> <p>To determine the level of contingency fund or balances to be held by the</p>	<p>that all MST schools are fulfilling their responsibilities regarding Child Protection and Safeguarding requirements. To ensure that all MAT schools have statutory and appropriate personnel policies in place. To ensure there are effective policies in place across MAT schools which secure good behaviour and safety across the MAT community. Ensure the MAT has effective mechanisms for supporting high attendance. Under the duty of best value, the overall value, including economic, environmental and social value, which can be befitted by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves.</p> <p>Ensure the ethos and Christian distinctiveness is delivered for schools where this is a requirement of the Articles of Association, Funding Agreements, Church Supplementary Agreements and Diocesan Agreements.</p> <p>Ensure the Local Governance, Terms of Reference and Schemes of Local Delegation for Church</p>	<p>schools within the Trust. To provide oversight of the academic impact of school improvement work across the MAT. To hold the SALT to account for academic performance across all MAT schools. To receive regular termly progress reports from LGAB Executive Committee, Ensure there is a cohesive and effective MAT school Improvement Strategy.</p> <p>To provide oversight of the implementation of an effective SIAMS improvement process. To hold the SALT to account for SIAMs performance across all Christian Foundation schools. To receive regular termly progress reports from LGAB, the LGAB Executive Committee. Ensure there is a cohesive and effective Diocesan collaboration.</p>	<p>oversight of the activities and direction of the school. It provides guidance, support and acts as a critical friend offering challenge to the individual when appropriate. It is responsible for setting and agreeing policies and procedures within the ADMAT framework. LGAB ensure the school functions well and maintains the proper range of academic and social objectives.</p> <p>The Church's vision for education reaches beyond Church of England schools: we offer a compelling vision for the education of children and young people in community and church schools. We aim to deliver excellence in education and want the very best outcomes for children and young people so that they can achieve their fullest potential. Our unequivocal message is that academic rigour and the wellbeing of pupils are equally important– a good education must promote life in all its fullness.</p> <p>In order to ensure the continuing close relationship between the Church School</p>	<p>outstanding outcomes for every pupil. The Pod Ex comm ensures that standards are maintained and will look to improve practice wherever possible by challenging under performance and celebrating excellence and success. The pod Exec Comm report their findings and actions to the Board via the chair and Ex head teachers.</p>
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	<p>MAT, ensuring the compatibility of all such proposals with the legal requirements and Trust improvement priorities</p>	<p>Foundation schools are meeting Diocesan and National Society requirements</p> <p>To develop the Estate Strategy across the MAT</p> <p>To ensure personnel management procedures have been identified, formally approved and documented to cover as a minimum;</p> <ul style="list-style-type: none"> - recruitment (including references and police checks); - performance appraisal and review; - equal opportunities - disciplinary (including absence policies); - grievance; - staff expenses. <p>To ensure that procedures are in place to ensure that employees of the academy are paid for work done in accordance with their contracts of employment with the MAT</p> <p>To ensure the MAT has adequate insurance cover to support its activities as an employer, such as employers' liability insurance, fidelity insurance, trustee indemnity, public</p>		<p>and its local church and community, it is a requirement that Church of England Academies in Community-led MATs have local governance (individual board, Ethos Committee or 'hub') where Foundation Governors are the minority or majority.</p>	
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		liability insurance and so forth.			
Agenda	Agenda	Agenda	Agenda	Agenda	Agenda
Cyclical Plan	Cyclical Plan	Cyclical Plan	Cyclical Plan	Cyclical Plan	Cyclical Plan
Chair of Committee	Chair of Committee	Chair of Committee	Chair of Committee	Chair of Committee	Chair of Committee
Committee Scheme of Delegation	Committee Scheme of Delegation	Committee Scheme of Delegation	Committee Scheme of Delegation	LGAB Scheme of Delegation – Community or VC/VA	Committee Scheme of Delegation – Community or VC/VA
Clerking Arrangements	Clerking Arrangements	Clerking Arrangements	Clerking Arrangements	Clerking Arrangements	Clerking Arrangements
Clerk to BoD will take minutes. They will be submitted to the Chair of committee, Chair of BoD and CEO within 14 days, for circulation as appropriate.	Clerk to BoD will take minutes. They will be submitted to the Chair of committee, Chair of BoD and CEO within 14 days, for circulation as appropriate.	Clerk to BoD will take minutes. They will be submitted to the Chair of committee, Chair of BoD and CEO within 14 days, for circulation as appropriate.	Clerk to BoD will take minutes. They will be submitted to the Chair of committee, Chair of BoD and CEO within 14 days, for circulation as appropriate.	Clerk to LGAB will take minutes. They will be submitted to the Chair of committee, Chair of BoD and CEO within 14 days, for circulation as appropriate.	Clerk to LGAB will take minutes. They will be submitted to the Chair of committee, Chair of BoD and CEO within 14 days, for circulation as appropriate.
Committee 1	Committee 2	Committee 3	Committee 4	Committee 5	Committee 6
STRATEGIC	STRATEGIC	STRATEGIC	STRATEGIC	LOCAL	LOCAL STRATEGIC
Audit	Finance and Strategic Development	Resources, Staffing and Safeguarding (Ethos)	Teaching, Learning and Achievement	Local Governing Advisory Body (Church Foundation)	Pod LGAB Executive Committee (Ethos)
Key Responsibilities (ToR)	Key Responsibilities (ToR)	Key Responsibilities (ToR)	Key Responsibilities (ToR)	Key Responsibilities (ToR)	Key Responsibilities (ToR)
1.0 Take delegated responsibility on behalf of BoD for ensuring there is a framework of accountability, for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management ; and for ensuring the Trust is complying with all aspects of the law, relevant EFA and other regulations and good practice	1.0 Review the Asset Management Plan and report to BoD annually	1.0 Provide guidance, challenge and support to the CEO and BoD in all matters relating to staffing, premises and grounds, security, Health and Safety and Safeguarding	1.0 Review in consultation with LGAB curriculums to ensure all statutory regulations are complied with – including RE, Daily Collective worship, SRE	1.0 To preserve and develop the Christian character and distinctiveness of the academy in accordance with the principles of the Church of England and in partnership with the Church at parish, deanery and diocesan level and to ensure that this is communicated to all stakeholders in appropriate communications	1.0 To complete review of LGAB impact on standards
1.1 To identify the risks to internal financial control across the Trust and agree a	1.1 Monitor the management of assets as per the asset register, including	1.1 To agree staffing or premises financial procedures as required by	1.1 To provide to the BoD and following consultation with the LGAB information	1.1 To focus on the impact of the schools Christian distinctiveness in meeting	1.1 To complete review of LGAB impact on delivering vision and aims and church

programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to external auditors.	the maintenance, repair and disposal of assets in line with the scheme of delegation	audit or requested by accountants	about how the curriculum is taught, evaluated and resourced	the needs of all pupils	ethos aims as appropriate
1.2 To ensure there is a continuous and sufficient review of the risks and agree a programme of work that will address the risks identified and determine the most appropriate method of doing so.	1.2 Monitor the effective use and long term development of IT across the MAT that maximises the use of technology in both administrative and academic aspects. Monitor its ongoing maintenance, replacement and enhancement	1.2 To prepare draft staffing budget proposals for consideration of BoD or any of its committees	1.2 Review performance of individual schools through scrutiny of available internal and external data e.g. Data Dashboard	1.2 To ensure that the social, moral, spiritual and cultural development remains a priority in the academy and to encourage good practice to be shared across the MAT	1.2 To complete review of LGAB impact on best value and use of financial resources to impact on standards
1.3 To drive the process for independent checking of financial controls, systems, transactions and contracts and ensure that arrangements for protecting the Trust's assets are in place.	1.3 To ensure the compatibility and integration of IT systems across the MAT to maximise efficiency and cohesiveness	1.3 To consider relevant staffing and resourcing benchmarking data	1.3 Plan priorities for school improvement across the MAT overall and oversee individual school improvement planning monitored by LGAB	1.3 To develop and monitor and evaluate the delivery of the academy's SIAMS improvement plan – reporting regularly to the Board and its committees	1.3 To complete review of Church distinctiveness and ethos delivery and impact on moral, spiritual and cultural growth and impact on standards
1.4 To advise BoD on the minimum and optimum level of internal and external audit arrangements, to ensure that regular audits of appropriate areas take place and contribute to these reviews.	1.4 Receive and scrutinise annual budgets and forecasts submitted by the Trust. Ensuring that they are; <ul style="list-style-type: none"> In accordance with the funding agreements, MAT Mems and Arts and the EFA financial handbook Consistent with the MAT Improvement Priorities at every level 	1.4 To prepare and review staffing policies and procedures including consideration of long term planning and resources for approval by BoD	1.4 Review impact of PPG funding on pupil outcomes for all schools within the MAT. Report to BoD.	1.4 To monitor and evaluate the effectiveness of SMSC, collective worship and teaching in RE and seek to share good practice across the MAT	1.4 To report to the BoD termly on the above elements.
1.5 To review payroll expenditure and monitor payroll accuracy.	1.5 Recommend approval/non approval of MAT budget and that of individual academies to the BoD	1.5 Review all MAT insurances annually and report to BoD	1.5 Ensure OFSTED Action Plans are completed, monitored and fully reported to BoD and externally if required	1.5 To be consulted by the MAT on the appointment of senior staff and to ensure the Diocesan Director of Education is represented at	1.5 Review and plan annual cycle of LGAB training – including Church Foundation specific training

				the interview panel for the appointment of the HT/HoS and approves the successful candidate	
1.6 To develop a culture in the MAT whereby each individual has a part to play in guarding the probity of the Trust, and is able to take any concerns to an appropriate member of the SALT or in very exceptional circumstances directly to the Chair of the committee	1.6 Monitor regularly the MAT short term/long term revenue and capital budget and financial planning to ensure the academies long term sustainability	1.6 Monitor and review procedures, use of and costs related to mini bus fleet	1.6 To plan cohesive annual MAT School Improvement Strategy based on secure risk assessment of individual school performance	1.6 To be consulted by the MAT on the academy's Admissions Policy and in accordance with DBE and National Society Guidance	
1.7 To recommend to the BoD the appointment or reappointment of the auditors	1.7 Monitor and review income and expenditure against budgets on a regular basis and ensure compliance with the overall financial plan of the MAT and with the Trusts financial regulations drawing any matters of concern to the attention of the BoD	1.7 Monitor and review annual S175/S157 for all schools within overall MAT. Ensure all Child Protection procedures are in place including safer recruitment and radicalisation policy	1.7 Ensure schools deliver an integrated curriculum approach to promoting British values	1.7 Consult upon, monitor and evaluate the academy's RE and Worship Policy	
1.8 To review the findings of the external auditors and agree any action plan arising from them	1.8 Contribute to the formation of MAT improvement plans through the consideration of financial priorities and proposals	1.8 Consider, recommend or approve premises tenders/contracts provided within the constraints of the budget	1.8 Ensure individual schools deliver an integrated curriculum approach to delivering SMSC curriculum	1.8 Ensure that all LGAB members take part in Diocesan governance training at least annually	
1.9 To review and consider the auditors management letter in order to ensure it is based on a good understanding of the MATs business and to establish whether any recommendations have been acted upon.	1.9 Review and approve any virements and other transactions in accordance with the MAT Financial Regulations and Scheme of Delegation	1.9 Review LGAB H+S reports and risk assessments. Providing guidance and assistance to BoD in ensuring that H+R regulations are complied with	1.9 Review SEND provision regularly to ensure statutory regulations are met and that good practice is impacting on outcomes	1.9 Identify and create annual school improvement plan priorities and annual performance targets. Link to clear staff CPD opportunities	
2.0 To investigate on behalf of BoD anything that	2.0 Oversee tendering (where required) and the	2.0 Review MAT staffing structures in consultation	2.0 Review MAT wide impact of PE funding on pupils	2.0 Setting aims and objectives of the individual	

threatens or adversely effects the accomplishment of the Trusts aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and governing instruments	signing of contracts	with LGAB and report decisions to BoD	achievement and health	school in line with overall MAT aim. Maintain local distinctiveness through responding to the needs of the local community.	
2.1 To report to the BoD all decisions taken within the powers delegated to the Committee	2.1 Provide Best Value Statements. Complete financial benchmarking against similar institutions.	2.1 Review and administer salary policies including considerations about staff work/life balance and staff well being	2.1 Review performance of individual schools through scrutiny of available internal and external data e.g. Data Dashboard	2.1 Determination of the unique educational vision of the individual school in line with the overall MAT vision	
	2.2 Ensure the preparation of BoD reports and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and Charity Commission requirements	2.2 Review and oversee procedures for the appointment of staff. Ensuring all staff have an update job description reviewed annually as part of PM cycle	2.2 Ensure SIAMS Action Plans are completed, monitored and fully reported to BoD and externally if required	2.2 Monitor progress and evaluate the effectiveness of priorities identified from the school improvement plan	
	2.3 Explore and agree income generation for the schools in the MAT, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTF Associations.	2.3 Establish and review Performance Management procedures for all staff including CEO/EHT	2.3 Ensure individual church schools deliver an integrated curriculum approach to delivering SMSC curriculum in line with its Christian Foundation	2.3 Maintenance of the individual schools estate in accordance with guidelines issued by the MAT. Produce school specific accessibility plan and equality plan with defined annual objectives	
	2.4 Preparation of disaster recovery/business continuity plan for the MAT and ensure local plans exist in individual academies.	2.4 To make and review recommendations for the future premises provision and to develop an effective Estates Strategy	2.3 To plan cohesive annual MAT SIAMS Improvement Strategy based on secure risk assessment of individual school performance	2.4 Maintaining a fixed asset register in line with guidelines issued by the MAT and that the school is maintained as a safe environment for all stakeholders	
	2.5 Approve expenditure of sums over the agreed	2.5 To oversee the appointment of architects,		2.5 Determination and implementation of the	

	amount in the Financial Regulations (expenditure under that amount is delegated to the CEO) and monitor spending in individual academies	builders, grounds maintenance teams and monitor all aspects of their work		school specific admissions policy and arrangements for the school in accordance with admissions law and DfE Codes of Practice	
	2.6 To monitor the use of any Non Public Funds	2.6 To monitor the use of MAT sites to ensure they are fit for purpose. Monitor utilities usage.		2.6 Implementation of actions required to comply with statutory regulations and the Funding Agreements	
	2.7 Approve plans for the expenditure for Formula Capital Funding and make appropriate recommendations to BoD	2.7 To report to the BoD all decisions taken within the powers delegated to the Committee		2.7 Implementing the agreed policies and procedures laid down by the MAT this includes the implementation of all statutory regulations	
	2.8 Ensure that all Standards Fund Grants receivable via the Secretary of State are used appropriately	2.8 Provide guidance, challenge and support to the CEO and BoD in all matters relating to delivering, maintaining/developing clear Church distinctiveness/ethos strategy		2.8 Ensuring a broad and balanced curriculum offer is taught to all pupils including RE and SRE provision	
	2.9 To challenge that value for money is being achieved	2.9 Review and monitor the Health and Safety policy statement in order to safeguard the health and wellbeing of students, employees and visitors to the MAT, and to make recommendations to the Board of Directors		2.9 Monitor that the school's curriculum and teaching and learning policy is being implemented. Monitor arrangements for educational visits	
		3.0 Review any report from the Finance Director in relation to the operation of the MAT buildings and grounds.		3.0 Review extra-curricular provision	
				3.1 Review discipline and behaviour within the school on a termly basis	
				3.2 Review the use of	

				exclusion and confirm/not confirm fixed term or permanent exclusion. Direct re instatement of excluded pupils	
				3.3 Determine arrangements for daily collective worship	
				3.4 Set times of individual school sessions and dates of terms and holidays in line with agreed MAT requirements. Ensure the school has 380 sessions in an academic year	
				3.5 Prepare and publish relevant individual school information e.g. statutory website data, admissions, parent information, home school agreements	
				3.6 Ensure individual school website complies with statutory requirements	
				3.7 Monitor quality and nutritional values of school meals	
				3.8 Decide what additional services should be offered to pupils and parents. Establish and deliver additional services	
				3.9 To secure the attendance or advice of external, professional advisers as an when required	
				4.0 Appointment of support staff including TA/HLTA appointments	
				4.1 To engage with parents to support their child's	

				learning. To encourage the local community to take an active interest in the school and wider.	
				4.2 To consider any other matters where requested to do so by the Board of Directors; and to report at least once a year to the Board of Directors on the discharge of the above duties	
Committee 1	Committee 2	Committee 3	Committee 4	Committee 5	Committee 6
STRATEGIC	STRATEGIC	STRATEGIC	STRATEGIC	LOCAL	LOCAL STRATEGIC
Audit	Finance and Strategic Development	Resources, Staffing and Safeguarding (Ethos)	Teaching, Learning and Achievement	Local Governing Advisory Body (Church Foundation)	Pod LGAB Executive Committee (Ethos)
Key Policy Responsibility	Key Policy Responsibility	Key Policy Responsibility	Key Policy Responsibility	Key Policy Responsibility	Key Policy Responsibility
<ul style="list-style-type: none"> Data Protection Policy Freedom of Information Policy Write off and Disposal Policy Risk Management Strategy Policy Publication Scheme Pecuniary Interests Policy Business Continuity Plan Accounting Policy Anti-Fraud and Corruption Policy 	<ul style="list-style-type: none"> MAT Scheme of Delegation Fees and Charges for School Services – Charging and Remissions Policy Central Costs Policy Cross Charging and Transfer Policy between academies Lettings Policy Critical Incident Policy Gifts and Hospitality Policy Donations Policy Business Charge Card Policy Governor/Director Allowance Policy Investment Policy Lettings Policy 	<ul style="list-style-type: none"> Security Policy Health and Safety Policy Asbestos Management Policy Accident Policy and Reporting Accessibility Plan HR Policies – capability, performance management Staff grievance Whistle Blowing Child Protection and Safeguarding Radicalisation /Extremism Policy Acceptable Use Policy Complaints Policy Equal Opportunities 	<ul style="list-style-type: none"> Restraint Policy Drug Awareness Policy Rights Respecting Child Policy SMSC Policy PPG Policy/Provision mapping School Improvement Planning Format SEND Policy Inclusion Policy SEND Local Offers Assessment Policy PE Funding Plan 	<ul style="list-style-type: none"> Curriculum Policy All subject Policies Teaching and Learning Policy SRE Policy Discipline Policy Exclusion Policy RE Policy MAT Admissions Policy with any amendments Behaviour and discipline Policy Educational Visits Policy Risk Assessment Policy Anti-Bullying Policy Online Safety Policy British Values Marking Policy Collective Worship Church Ethos Policy 	

	<ul style="list-style-type: none"> • Procurement and Tendering Policy • Reserves Policy • Staff Expenses and Purchasing Policy • Capitalisation and Depreciation Policy 	Policy <ul style="list-style-type: none"> • Risk Assessment Policy • Mobile Phone Policy • Redundancy Policy • Safer Recruitment Policy • Staff Leave of Absence Policy • Racial Equality Policy • Staff CPD Policy • First Aid Policy 			
Sub Committee Responsibilities	Sub Committee Responsibilities	Sub Committee Responsibilities	Sub Committee Responsibilities	Sub Committee Responsibilities	Sub Committee Responsibilities
	Admission Appeals	CEO/EHT Perf Review	Pupil Discipline/Exclusions	At the discretion of LGAB	
		Dismissal/Grievance/Disciplinary	Dismissal Appeals	Local Complaints	
		Complaints	Admissions	HT /HoS PM (with CEO/EHT)	
		Pay	Pay Appeal		