

AAT Operational Procedures For September 2023-24

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Please note that all Trust policies are reviewed annually. Should you have any queries regards this policy, note an omission or wish to propose an amendment, please email jadams@aurigaacademytrust.org.uk.

*“The Auriga Academy Trust aims to provide
outstanding special needs education for the local community close to where our pupils live”*

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This document should be read in conjunction with the Auriga Academy Trust Scheme of Delegation, Terms of Reference, Agenda Plans and Code of Conduct.

Auriga Academy Trust – Operational Procedures for Governance For Trust and Local Governing Body (LGB) Governance

1. Responsibility and Accountability

2.1 It is the Auriga Academy Trust which is the legal entity responsible for all the schools within the multi-academy trust. The respective structures, responsibilities, and accountabilities of each level of governance within the trust are set out within the Auriga Academy Trust Scheme of Delegation. All boards and those governing within them should work within the terms of the Scheme of Delegation. It is recognised that good communication and co-operation between the different levels of governance and the constituent schools within the Trust is crucial to fulfil our core aim to provide outstanding special needs education for our local community.

2. Chair and Vice-Chair

2.1 At the last meeting in each school year the respective boards will elect a chair and vice- chair to take office from 1 September (the next academic year) and minute its decision. These roles may be shared between two governors/trustees. The term of office for each post will last for that school year. Members of staff are ineligible for election for Chairs or Vice Chairs.

2.2 Following the election of chairs and vice chairs to each LGB the appointments will be ratified at the subsequent Trust Board meeting.

2.3 No board can conduct its business without an elected chair.

2.4 When the chair and vice-chairs are due for election, the boards will elect both positions from among their membership while excluding any employee of, or a pupil at, the school or Trust.

2.5 Ahead of the last meeting of the year the clerk will invite eligible members of the board to stand for the positions of chair and vice chair.

2.6 The board will decide in advance of the election the process of election for both positions

2.7 If nobody has indicated willingness to stand for the office of chair, the meeting will be adjourned until a chair can be elected.

2.8 The clerk will take the chair while the chair is being elected. Otherwise, the chair will conduct all meetings of the board except that, in his/her absence, the vice-chair will take the chair.

2.9 If the election of the chair or vice-chair is contested it will be decided by secret ballot. Those standing for election will withdraw and not vote. In the absence of a contest the election will be conducted with a show of hands.

2.10 If the chair and vice-chair are absent from a meeting, the board will elect a chair for that meeting.

- 2.11 If the chair resigns, or has to relinquish the office for any reason, the vice-chair will act as chair until a successor is appointed at the next meeting of the board. The election of chair will be a specific item of business on the agenda for that meeting.
extraordinary meeting may be held to expedite the appointment by general agreement of the board.
- 2.12 If the vice-chair resigns, or has to relinquish the office for any reason, a successor will be elected at the next meeting of the board.
- 2.13 If the chair and vice-chair both resign, or have to relinquish their offices for any reason, the board will hold a special meeting within 21 days to elect their successors.
- 2.14 A chair and/or vice-chair can be removed from office by resolution of the board, unless the chair has been nominated by the Secretary of State pursuant to section 67 of the EIA 2006.
- 2.15 A resolution to remove a chair or vice-chair from office will not take effect unless the matter is specified as an item of business on the agenda. The governor or trustee proposing the removal must state his/her reasons for doing so at the meeting. The chair or vice-chair must be given the opportunity to make a statement in response before he/she withdraws from the meeting as the board votes on the proposal to remove the chair or vice-chair from office.

3. Calendar of Meetings

- 3.1 All boards will meet at least termly.
- 3.2 An additional Strategy Day will be held in the summer term for all levels of governance.
- 3.3 The Trust Board will set the dates for meetings for the next school year before the end of the previous summer term in collaboration with the LGBs and taking into account the timings of the Auriga Trust Board meetings to enable any issues arising to be considered at Trust Board level.
- 3.4 Each committee will meet at least termly, wherever possible ahead of their respective full board meetings. Additional meetings will be scheduled if required by the committee's schedule of work, or by recommendation of the local or the trust board. Termly meeting dates for each committee for the full academic year will be set before the end of the previous summer term by the Trust with local consultation. The dates of any necessary additional meetings will be set by each individual committee.
- 3.5 LGB Lead Governor meetings will occur at least termly and as set by the Trust Calendar to fit in with respective board meetings and statutory responsibilities.
- 3.6 A comprehensive calendar of all meeting dates will be held at Trust level.

4. Timing and Duration of Meetings

- 4.1 Meetings will start at times which are acceptable to the board and will be limited to 2. hours duration.
- 4.2 Where the business has not been completed within the agreed time, those board members present may resolve to continue the meeting in order to deal with the business notified on the agenda, decide that non-urgent items may be postponed to the next scheduled meeting or make arrangements for an additional meeting to complete the business.
- 4.3 Where a meeting seems likely to overrun the agenda will be prioritised to ensure that the most urgent items are dealt with.

5. Quorum

- 5.1 The quorum for all business of each board is one half (rounded up to a whole number)of the total number of voting board members in place; not including any vacancies. Meetings which become inquorate will continue but no legal decisions may be made.

6. Clerking

- 6.1 The Trust will appoint a governance professional who will liaise with the respective boards to determine the clerking arrangements for their own full meetings and those of their committees.
- 6.2 Governors / Trustees and the headteachers act as clerk for any meeting.
- 6.3 If the clerk does not attend a meeting the governors present at the meeting can appoint a member of the board or committee (but not the headteacher) to act as clerk for that meeting.
- 6.4 The Trust can remove their governance professional from office by resolution at a full board meeting.
- 6.5 In the event that a meeting cannot be held in person a virtual meeting will be arranged on Microsoft Teams or a similar platform. With the agreement of all individuals present the meeting will be recorded to enhance the accurate documenting of the meeting and to act as clerk.

7. Withdrawal from meetings

- 7.1 Governors and Trustees will be required to withdraw from a meeting under circumstances set out in the AAT Articles of Association in Clauses 97 and 98 These refer to conflicts of interest, doubts about impartiality and pecuniary interests.
- 7.2 If there is a dispute about a person attending a board or committee meeting being required to withdraw, the matter of withdrawal shall be determined by those present at the meeting and the decision minuted.

8. Convening meetings

- 8.1 All full board meetings will be convened by the clerk, in accordance with the arrangements made by the board, but subject to (a) any direction from the chair where a matter is urgent and (b) any requisition signed by three governors.

- 8.2 When, through exceptional circumstances, it is not possible for full board or committee meetings to be held in person they will be conducted virtually using Microsoft Teams or a similar platform by agreement of the full board.

9. Notice of Meetings

- 9.1 Written notice of full board meetings, together with the agenda, will be e-mailed ten clear days before the meeting – except where the chair calls an urgent meeting at short notice – to (a) each governor/trustee, (b) the headteacher(s), (c) and the relevant website.
- 9.2 Non-receipt of notice of a meeting will not invalidate the meeting.
- 9.3 Notices of LGB meetings, and the accompanying agenda, will be made available at the respective school, at all reasonable times, for inspection by anyone wishing to see them and will be published on the school website.

10. Agendas and Papers

- 10.1 The agenda for full board meetings and committees including GB's will be prepared by the clerk in accordance with any determination of the Auriga Academy Trust/LGB itself, decisions at previous meetings and with regard to the Annual Programme (as specified in the Scheme of Delegation).
- 10.2 The final agenda will be circulated to board members 10 days in advance of the meeting with a request for all relevant documentation.
- 10.3 Any trustee/governor may request an item to be added to the agenda by informing the Chair.
- 10.4 The agenda for meetings will be prepared by the clerk to that committee in consultation with the chair and relevant school partners in accordance with any determination of the full board or that committee and with regard to the Annual Programme in the scheme of delegation. The clerk will submit a final draft agenda at least 14 days ahead of the meeting to the chair and the CEO/headteacher for consideration and amendment.
- 10.5 Wherever possible all papers that inform agenda items for full board meetings will be uploaded to GovernorHub, with the agenda, 7 days in advance of the meeting. Those responsible for generating such reports and documents must ensure they reach the clerk no less than 7 days in advance.
- 10.6 All papers that inform agenda items for any meeting will be sent to governors /Trustees, with the agenda or otherwise, 7 days in advance of the meeting via the clerk. Any delay to papers must be advised to the Chair and an agreement made to when it will reasonably be available.
- 10.7 All reports and papers referring to individual pupils or members of staff **must** be anonymised.
- 10.8 Policies fall into two categories outlined in the Policy Schedule Summary Document on the Trust Website. Trust level policies are reviewed at Trust level with input from the schools and their LGBs. School level policies are the sole responsibility of the respective schools and their LGBs. LGBs remain responsible for monitoring the implementation and effectiveness of **all** policies. Detailed scrutiny may be delegated to relevant committees to make a recommendation to the

Board.

- 10.9 It is expected that all Board and Committee members will read all the documentation provided for each meeting and be prepared to make an active contribution.

11. Late Items/Any Other Business

- 11.1 Any other business (AOB) not covered by the agenda should be notified to those present at the beginning of any meeting.
- 11.2 The chair, in consultation with those members of the board/committee present, will decide whether any such item is to be discussed at the end of the meeting or, if appropriate, deferred to a subsequent meeting or to one of the committees.

12. Composition and appointment to Governing Boards

- 12.1 Membership of local governing boards shall include at least:
- Head Teacher
 - At least 2 staff Governors (1 teaching and 1 support). Where schools that employ few non-teachers and are unable to recruit staff to act as Governors, the Board may agree to reduce this number, however, should actively seek staff views to inform the LGB.
 - At least 2 parent Governors.
 - At least 5 co-opted Governors to be appointed on their skill set complementing and enhancing the existing LGB members.
- 12.2 The Board of Trustees reserves the right to appoint additional Governors if it has reasonable concerns about the performance of the school. These would be in addition to the existing members of the LGB; any Board appointed Governors would not be included in the assessment of whether staff and parents combined constitute a majority of Governors.
- 12.3 The Board of Trustees may terminate the appointment of any Governor whose presence or conduct is deemed by the Trustees not to be in the best interests of the Trust or the school in line with Clause 12.
- 12.4 The term of office of a Governor (excluding Head Teacher and any appointed by the Board of Trustees) shall be four years. Individuals will be eligible for re-election or re-appointment.
- 12.5 Parent and staff governors shall be elected by the following process:
- Seeking nominations (including from teaching or support staff only as appropriate)
 - If there are fewer nominations than vacancies, the nominees are appointed.
 - If there are more nominations than vacancies, an election is held amongst the appropriate group of people (parents, teaching staff, support staff). This will be organised by the Governance Professional in collaboration with the relevant administrative staff.
 - Should no nominations be received then interest should be invited from relevant parents/staff at other schools in the Trust, in the first instance. The Local Governing Board may appoint an individual in this situation. If this is unsuccessful the Board of Trustees will determine further actions.
- 12.6 All Governors must comply with the provisions within the Articles of Association for ineligibility as if they were Trustees of the Trust.

- 12.7 Staff employed directly by the Trust may be appointed to a staff governor vacancy on a LGB following approval of the Board of Trustees.
- 12.8 Governors of the school must declare conflicts and pecuniary interests in accordance with the Articles of Association as if they were Trustees. These interests will be published on the MAT website in accordance with the Academies Financial Handbook.
- 12.9 Meetings of the LGB will be quorate on half of Governors are present. The Headteacher must be present; this provision applies to every part of the meeting.
- 12.10 Each Governor shall have one vote and shall not be able to vote by proxy. The Chair will have a second and casting vote if necessary. Resolutions can be passed in writing, signed by the Chair of the LGB and presented at it's next meeting, and this will be as effective as if the resolution had been passed at a meeting.

13. Suspension and removal of Governors

- 13.1 The LGB may suspend a governor for a period of up to six months under circumstances set out in the AAT Articles of Association Clause 80.
- 13.2 A governor can only be suspended if one or more of the following grounds apply:
- the governor is paid to work in the school and is the subject of disciplinary proceedings in relation to his/her employment;
 - the governor is the subject of any court or tribunal proceedings, the outcome of which may be that he/she is disqualified from continuing to hold office as a governor under Articles of Association
 - the governor has acted in a way that is inconsistent with the school's ethos and has brought or is likely to bring the school or the governing body or his office into disrepute; the governor is in breach of his/her duty of confidentiality to the school or the staff or to the pupils.
- 13.3 Any motion to suspend a governor must be specified as an agenda item of the meeting for which at least seven days' notice must be given.
- 13.4 A governor who is suspended must be given notice of any meetings and must be sent agendas, reports and papers for any meetings during their suspension.
- 13.5 Should it be necessary to remove a governor, this will be done in line with the Articles of Association and reflecting the disciplinary hearing and appeal process outlined in the Staff Disciplinary Policy (appendices 2-5).
- 13.6 Should the outcome of any disciplinary process be to remove the governor, appropriate bodies will be notified.

14. Suspension and removal of Trustees

- 14.1 The Board of Trustees may by resolution passed at a meeting of trustee board suspend a trustee for all or any meetings of the Academy Trust or of a committee for a fixed period of 6 months where the trustee has acted in a way that is inconsistent with the professional ethos of the board of trustees (which shall include a failure to undertake training appropriate to their role, whether or not directed to do so by the board of trustees) and has brought or is likely to bring

the Academy Trust any of its academies or the office of trustee into disrepute.

- 14.2 A resolution to suspend a trustee from office does not have effect unless the matter is specified as an item of business on the agenda for the meetings and other stipulations in the AAT Articles of Association are followed
- 14.3 Should it be necessary to remove a Trustee, this will be done in line with the Articles of Association and reflecting the disciplinary hearing and appeal process outlined in the Staff Disciplinary Policy (appendices 2-5).
- 14.4 Should the outcome of any disciplinary process be to remove the Trustee, Members will be requested to do so so by ordinary resolution (only if appointed by Members).

15. Expenses

- 15.1 The boards will prepare a policy on the payment of expenses to governors annually in accordance with current legislation.
- 15.2 The payment of Governor and Trustees expenses will be in accordance with the Auriga Finance Policy.

16. Attendance

- 16.1 The clerks will keep a record of those governors/trustees and all other persons present at meetings of the boards or any of their committees. Any governor or trustee unable to attend a meeting should send an apology for their absence, with the reason, in advance to the clerk.
- 16.2 The time of arrival and/or departure of those arriving late or leaving early will be recorded in the register.
- 16.3 The LGBs reserve the right to revoke membership of the Governing Body in the case of governors missing three Governing Body meetings in any 12-month rolling period (to including the annual Strategy Day and full GB meetings and committee meetings). The Clerk will send a reminder of the commitment to attendance after any two absences.
- 16.4 The Trust Board reserves the right to revoke the membership of any Trustee who fails to attend every meeting over a 6-month period without a valid reason.

17. Minutes of Meetings

- 17.1 The minutes of full LGB meetings and other reports requested will be forwarded to the Auriga Academy Trust Board of Trustees. Similarly minutes of the Trust Board will be circulated to LGB's for noting at meetings.
- 17.2 The minutes of all meetings will be kept in a file on numbered and dated pages in school with each page initialled by the person signing them as a true record.
- 17.3 All dissenting views, discussions and queries to school/trust leadership will be recorded in the minutes of the meeting. This will be anonymously unless anonymity is specifically waived by the speaker.
- 17.4 Action will be taken on the basis of decisions and need not await the approval of the minutes at the next meeting and will be circulated 24-48hrs post meeting
- 17.5 Within 5 working days of the meeting, the draft minutes will be sent by the clerk

to the chair for review and approval and to the headteacher/CEO to check for factual accuracy.

- 17.6 Copies of the draft minutes, once reviewed by the chair, will be sent to all members of the board within 10 working days of the meeting.
- 17.7 The approval of the minutes of the previous meeting will be on the agenda of every meeting of each board and once approved as a true record (subject to any agreed amendments) the minutes will be signed and dated by the chair and each page initialled.
- 17.8 Those matters which the board determines shall remain confidential will be minuted separately in a confidential note and such minutes will not be made public.
- 17.9 The approved minutes (without any confidential notes), will be uploaded to the appropriate website and also made available at the school(s), at all reasonable times, for inspection by anyone wishing to see them.
- 17.10 Minutes made available for inspection in school will include papers forming part of the meeting.

18. Confidentiality of Proceedings

- 18.1 Governors and trustees should not discuss any disputes, discussions, disagreements, confidential items and their details outside their respective boards.

19. Correspondence

- 19.1 All incoming correspondence to the board (other than any concerning a complaint) is for the attention of the whole board, even if addressed to the chair and/or the clerk. Significant items will be circulated to all board members as and when received/presented to each meeting of the governing body for action or information as appropriate. The chair will report upon any correspondence on which he/she has already taken urgent action.
- 19.2 The board will determine by resolution who may write letters on their behalf, either generally or on specific issues.

20. Information and Advice

- 20.1 The headteacher/CEO has a statutory duty to keep the board fully informed and will present a termly written report to their respective board meetings.
- 20.2 The head of each individual school provision will also provide the relevant LGB with a written report at each meeting., The Chair may agree to a verbal report to the LGB by exception.
- 20.3 When developments of local SEND provision are being considered a representative of the LA may be invited to attend board meetings in order to inform and advise the board when this is considered appropriate.
- 20.4 Annually the LGBs will receive details of the previous year's results and compare these with the targets set and previous years' results. Results data will be scrutinised by the Trust Standards and Effectiveness Committee and summary data reported to the Trust Board by the CEO.
- 20.5 Where important information required by any board is given orally, it will be recorded in the minutes in appropriate detail.

- 20.6 Where information required by the board is not readily available, reasonable time will be given for its production.
- 20.7 Where expertise is needed but not available within a board, the trustees/governors may consider inviting appropriately skilled outside experts to attend meetings or appointing associate members with those skills.

21. Discussion and Debate

- 21.1 The chair will ensure that meetings are run effectively, focussing on strategic priorities and making best use of time available and ensuring that all governors/trustees enjoy equality of opportunity to express their views and participate in decision making.
- 21.2 The board will receive and note, *without debate*, any decisions on matters which it has delegated to a committee or to an individual. Decisions will be recorded in the minutes.
- 21.3 Proposals and recommendations received from LGB's or committees will be recorded in the minutes, together with any related board resolution.

22. Decision-making

- 22.1 All decisions must be made by the full board unless that function has been delegated by the board to a committee or to an individual, through the Scheme of Delegation.
- 22.2 Every question to be decided at a board meeting is to be determined by a majority of the votes of those full governors/trustees present and voting on the question; proxy voting is not allowed.
- 22.3 Where there is an equal division of votes the chair (or the person acting as chair for the purpose of the meeting) has a second or casting vote – except in the case of a selection panel deciding who, if any, candidate to recommend to the board for appointment to a senior academy position.
- 22.4 Voting in the election of the chair or vice-chair where there is a contest will be held by secret ballot. Otherwise voting will ordinarily be by show of hands, unless one or more board members request a secret ballot. There is no second or casting vote in the election of chair.
- 22.5 Decisions of the board are binding upon all its members.
- 22.6 In the event of a necessary/urgent decision being required between meetings of the full board or its committees, and where an extraordinary meeting is impractical to convene, a quorate decision may be made by e mail and any such decisions will subsequently be ratified and minuted at the next scheduled meeting.

23. Urgent Action

- 23.1 The chair, or their absence the vice-chair, has authority to take urgent action between meetings only where:
- a delay in dealing with the matter would be seriously detrimental to the interests of the trust, school, a pupil, his/her parents, or a member of staff;
 - a meeting could not be called in sufficient time to deal with the matter; and
 - the matter is one which can be delegated to an individual under regulations.

23.2 If the chair (or vice-chair) takes any urgent action between meetings, the facts will be reported to the next meeting of the governing body and minuted.

24. Public Statements

24.1 Public statements on behalf of the governing body will be made only by the chair or those delegated to make them, in liaison with the CEO.

25. Access to Meetings of the Boards

25.1 Apart from board members, the only people entitled to attend a meeting of the governing body are the headteachers, the clerk, associate members, observers from other trust governance boards and any such other persons as the board may determine. No substitute members are permitted.

25.2 LGB Chairs will be invited to attend Trust Board meetings and will be invited to comment and participate in those meetings but will have no voting rights.

25.3 Staff or parents in attendance may be required to leave a meeting where matters of a confidential nature relating to individual staff or pupils are discussed.

25.4 When the CEO/headteacher is absent, the deputy headteacher or other nominated academy representative will attend in his/her place but will have no vote (unless in the long-term absence of a head, the deputy has been appointed acting headteacher).

25.5 The board can require any non-board member present at a meeting to leave at any time.

25.6 Members of senior leadership teams may be invited to attend meetings of boards as observer/observers, as part of their professional development.

25.7 The CEO/headteacher may invite other school staff (as required) to attend meetings on an occasional or regular basis. They attend in an advisory role and have no voting rights, unless they have an additional role such as staff governor.

26. Pecuniary Interests and Other Specified Conflict of Interest

26.1 The boards will maintain a register of the pecuniary interests of all their members. This register will be updated at each full board meeting and published on the trust and academy websites.

26.2 As appropriate, all board members are responsible for drawing attention to any pecuniary or other personal interest, whether that interest has previously been registered or not.

26.3 A governor/trustee must withdraw from a meeting, if he/she (or a close relative or partner):

- stands to gain financially from a matter under consideration;
- has a personal interest in a matter under consideration;
- is a relative of a pupil, a parent or an employee being discussed;
- is a school employee, other than the headteacher, and the pay or performance of school employees is under discussion;

26.4 When a committee is considering:

- disciplinary action against an employee or against a pupil; or
- a matter arising from an alleged incident involving a pupil;

A governor who has declared a personal interest may nevertheless attend the meeting to give evidence if appropriate.

27. Complaints and Staff Discipline

- 27.1 The Auriga Academy Trust will establish procedures for dealing with general complaints which each local governing board will ensure is effectively implemented.
- 27.2 The Auriga Academy Trust will establish procedures for dealing with staff disciplinary matters and staff grievances which the local governing bodies will ensure are effectively implemented.

28. Delegation of Functions

- 28.1 No action may be taken by an individual governor/trustee (including the chair and vice- chair except where acting in accordance with clause 21 above) unless authority to do so has been delegated formally by resolution of the board.
- 28.2 The Board of Trustees will set out any work which is delegated to committees, individual members of the board and/or the headteachers/trust officers to ensure the most efficient conduct of its business within its Scheme of Delegation and Policies and Procedures.
- 28.3 The arrangements for delegating functions, set out in the Trust Scheme of Delegation will be reviewed annually by each full board with their respective committee terms of reference.
- 28.4 In delegating functions to individuals, the boards will have regard to the restrictions set out in the Articles of Association and the Trust Scheme of Delegation.

29. Committees and Link Governors

- 29.1 Committees to which the board has delegated any of its functions will act strictly in accordance with the terms of delegation.
- 29.2 When establishing the committee structure each year the board will ensure compliance with the regulations concerning the constitution of board committees and particularly the Auriga Academy Trust Scheme of Delegation.
- determine the membership (including non-governors where permitted and appropriate);
 - appoint the chair of each committee annually;
 - establish, record and circulate to the board terms of reference as set out in the Trust Scheme of Delegation;
 - review the membership and terms of reference annually;
 - decide whether or not to confer voting rights on any or all non-governors for those matters where non-governors are not prohibited from voting under the Articles;
 - determine arrangements for reporting back;
 - review the need for, and the membership of, committees annually; set the quorum for each committee (minimum quorum is 3)
- 29.3 The headteacher/CEO has the right to attend any committee meetings, subject to the statutory rules on withdrawal.

- 29.4 The Auriga Academy trust together with the governing body will establish panels for the following purposes:
- Pupil discipline
 - Appeals
 - Staff grievance / discipline
 - Pay appeals
 - Appointments
 - Performance reviews for Senior Leaders.
- 29.5 All committees and individuals with delegated powers will report in writing to the next meeting of the board concerning any decisions made or action taken.
- 29.6 No governor/trustee who served on the relevant first committee or had any previous involvement with the matter under appeal may serve on an appeal or subsequent related committee.
- 29.7 All committees with delegated powers will keep formal minutes, and copies will be presented to the next meeting of the Board.
- 29.8 All meetings of committees will be clerked by a person who is not the headteacher/CEO.
- 29.9 Two link governors in each of the areas determined by the Trust **Scheme of Delegation** will be appointed annually, currently Finance and Safeguarding. Their meetings with the relevant Trust and School contacts will be reported back to the subsequent LGB meeting with any recommendations for Board action.

30. Safeguarding Pupils

- 30.1 All governors and trustees on first appointment and at any subsequent re-appointment will be required to undergo checks to determine suitability to have access to children and young people in accordance with any legal requirements or the policies of the Auriga Academy Trust and governing body.
- 30.2 Any governor/trustee refusing to undertake the checks will be disqualified from membership of the board.
- 30.3 All governors will ensure that they are familiar with the AAT Safeguarding Policy and Keeping Children Safe in Education, read both documents annually and will undertake safeguarding training at the earliest opportunity after appointment.

31. Commitment and Code of Conduct

- 31.1 Every governor/trustee will be required to read the Code of Conduct and confirm their understanding and commitment at first appointment and each subsequent year before the first full board meeting of the year.

32. Accountability and Reporting

- 32.1 Each LGB will publish an annual governance report to be placed on the relevant school website which will also be available at the school, at all reasonable times, for inspection by anyone wishing to see it.
- 32.2 The Trust board will publish termly newsletters for stakeholders outlining their vision and the work they are undertaking. These newsletters will be published on the Trust website.

33. Review of Operational Procedures

- 33.1 These **Operational Procedures** will be reviewed annually, in the light of directions

from the Auriga Academy Trust and following any new legislation or government guidelines.

Appendix 1

THE GOVERNORS' ROLE, A SUMMARY

This document gives a summary of the roles of governors at Auriga Trust schools. Further details can be found in the Local Governing Body Code which all governors are required to sign.

The three core functions of school governance are to:

- **Hold school leaders to account for the educational and financial performance of the school** Creating robust accountability for school leaders through rigorous analysis of performance data and financial information.
- **Set the school's vision and values, and the strategy for achieving this vision** Engaging with all stakeholders to set out and embed the school's vision and ethos in all areas of school life. Work effectively with senior leaders to set strategic objectives to help the school reach its goals.
- **Ensure the school's financial success and probity** Ensuring that the budget delegated to the school by central and local government is managed effectively, and with regard to value for money.

As part of the Auriga Academy Trust legal responsibility for ensuring these functions are discharged effectively lies with the Trust Board. However, under the overarching trust vision and priorities the Trust Board delegates the majority of responsibility for these functions to the Local Governing Body of each of its schools unless any cause for concern arises. Detail of respective responsibilities are set out in the Trust Scheme of Delegation and there are systems in place to ensure a flow of information from Governing Body to Trust Board and from Trust Board to Governing Body. Above all the Local Governing Body is called to be a 'critical friend' to the school providing support and challenge in equal measure.

Key Local Governing Body Responsibilities

- Develop the school's vision and strategy
- Set a culture of high educational standards, which promotes staff and pupil wellbeing
- Ensure the school follows an appropriate broad and balanced curriculum with regard for the National Curriculum that meets the needs of all pupils
- Monitor the school's educational performance using a range of data sources
- Ensure engagement with all stakeholders (parents, pupils, staff, AfC and the local community)
- Approve the school budget
- Monitor and evaluate the school's financial performance
- Approve and review school policies, review and inform trust policies and hold staff to account for their implementation
- Ensure the school is compliant with legal requirements, including that all statutory policies and documents are in place
- Carry out the appointment and performance management of the headteacher

- Monitor and evaluate the school's staffing structure, staff appraisal systems and the quality of teaching
- Monitor health and safety in the school

Main Tasks of Governors

- Get to know the school, its needs, strengths and areas for development; this will include visits as well as meetings
- Prepare for, attend and contribute to meetings of the full governing body and allocated committee(s)
- Work as a team member
- Commit to training and development
- Always act in the best interests of the school and maintain confidentiality
- Adhere to the Nolan principles of public life
(Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership)

Skills and experience

Essential:

- A commitment to the school's vision and ethos and the best outcomes for all pupils
- Critical listening and ability to ask effective questions
- Ability to assimilate and assess information and data
- Strategic thinking
- Excellent communication
- Problem-solving and analysis

Desirable – a range of experience is needed across the governing body

- Understanding of data
- Finance and/or accounting knowledge
- HR experience
- Knowledge of education
- Leadership and management skills
- Risk management skills
- Legal expertise
- Marketing and communications skills
- Knowledge of special educational needs and disabilities, particularly speech, language and communication needs

Time commitment

Terms of office for governors are 4 years. There is a schedule of a minimum of three Full Governing Body meetings across the year and an additional strategy day. Each committee will meet at least termly. Extra meetings may occasionally be required to ensure the boards duties are fully discharged. There is an additional commitment of time to read papers and prepare; to undertake training and above all to make visits to the school both during the working day and for special events.

Appendix 2

Role Descriptions for LGB Chairs

Relationship between the Local Governing Body and the Auriga Academy Trust

In a Multi Academy Trust there is only one legal entity accountable for all the Schools (Academies) within the Trust which is the Multi Academy Trust ("MAT"). The MAT has one set of Articles of Association which govern all the Academies in that Trust. The MAT has a Master Funding Agreement with the Secretary of State. The individual academies, have a Supplemental Funding Agreement. The Auriga Academy Trust is the statutory body for all the schools in the MAT. The Secretary of State for Education has entered into an agreement with The Auriga Academy Trust to run the schools in the Trust and therefore the Multi Academy Trust Board is the body responsible for the standards and operation of all academies in the Trust.

A Scheme of Delegation outlines the framework for responsibilities and decision making within The Auriga Academy Trust. It applies to all Members, Trustees, Local Governors, and Staff and sits alongside a raft of Trust level policies that further define individual and collective roles and responsibilities. This framework has been designed to support the cross Trust aim of collaboratively providing outstanding special needs provision for the local community with each school maintaining its unique identity and ethos. There is maximum delegation of responsibility for the strategic direction and day-to-day operation to the individual academies, monitored and overseen by the Local Governing Bodies. At the same time the professional and supportive relationships built across the Trust enable all students to benefit further through shared best practice, resources and economies of scale.

Specifically the local governors, working with the Head Teacher and senior staff are responsible for:

- Challenging and supporting the agreed vision of the MAT;
- Reporting to the trustees on the provision of education at the School;
- Providing a strategic overview and a monitoring role in connection with the School;
- Monitoring and being accountable for budget setting and review;
- Acting as a critical friend to the Head Teacher;
- Representing the views of the community

Corporate Nature of Responsibilities

The LGB is a corporate body of volunteers who make their decisions jointly and democratically. All members have equal status and responsibility and do not act independently without agreement and authority from the full LGB. All governors are bound to abide by and support the majority decisions of the full LGB. The overriding concern of all governors is the welfare of the school as a whole and not the separate interests of the individual stakeholder groups from which they might be drawn. All governors are expected to abide by the Nolan principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty and leadership.

Support for Chair Roles

- **Policies and Procedures**

There is a comprehensive set of policies and procedures together with an Annual Programme of Work held by the clerks which provide a framework to facilitate the

work of the Local Governing Body Local Governing Body.

- **Clerks**

The LGB and Trust clerks are able to provide advice and support to the chairs and will help with the preparation of agendas, minutes and other documents.

- **Training and Resources**

The Trust buys into the excellent AfC Governor Support service who provide 'Leading in

Governance' training, they also provide a forum for local chairs to meet together termly for updates and networking alongside a wider governance training and CPD programme which includes online as well as face to face modules. There is also a National Governance Association (NGA) Development Programme for Chairs which it would be possible to access. The school also holds membership of the NGA and the Key both of which provide extensive online resources for school governors..

Chair of Governing Body

- To take a clear lead in ensuring the effective organisation of the Governing Body and the maintenance of a focus on strategic not operational matters.
- Supported by the clerk ensure that the Governing Body meets its statutory duties.
- To facilitate effective liaison and communication between the Local Governing Body and the Trust Board.
- To attend at least two Trust Board meetings across the year in that liaison role, this should include the Trust-wide Strategy Day.
- To be a sounding board for the Chair of Trustees meeting separately with them at least half-termly.
- To build a positive relationship with school colleagues, especially the headteacher and senior leaders that facilitates both support of and challenge to the school.
- To encourage and develop the Governing Body's role as critical friend to the headteacher and school.
- To build a strong team within the Governing Body, using the bank of different skills and experience effectively through the appropriate delegation of tasks and roles and enabling the active involvement of all governors.
- In consultation with the headteacher and wider Governing Body plan a comprehensive programme of governor monitoring across the year to ensure effective oversight of educational and financial performance, that all legal duties are discharged and that a focus is maintained upon the school development priorities. This is facilitated by the GB Annual Programme of work contained in the Scheme of Delegation.
- To work closely with the headteacher and clerk to plan meetings and ensure timely distribution of papers and information.
- To chair governing meetings effectively ensuring that they keep to time and that all participants are encouraged to make positive contributions.
- Ensure clarity of decision making at meetings and the accuracy of the minutes.
- Take a lead in communicating to stakeholders the work of the Governing Body. In particular to oversee the LGB Annual Report.
- Be accessible to governors, staff and parents, be seen regularly in school and attend school functions.
- To build a sound knowledge of the school and the wider educational landscape along with the national and local factors that may impact on the work of the school.
- Undertake regular training to support development of knowledge and skills within the role.
- Be a reflective practitioner and encourage a reflective ethos within the Governing Body that supports self-review and improvement.
- Take a lead in co-ordinating the work of the Governing Body in relation to external inspections, including Ofsted.

Vice-Chair of Governing Body

- To support the chair in their role, particularly in ensuring the effective and smooth operation of the meetings and work of the Governing Body.
- To deputise for the chair as necessary (e.g. to cover absence through illness).
- Should the chair resign the vice chair will act as chair until the next governor's meeting and the opportunity to elect a new chair to the vacancy.
- To ensure that effective processes are in place for governor recruitment, induction, mentoring and training and to oversee those areas of governor development.
- To work closely with the chair and take responsibility for agreed areas of work
- To listen to and be a critical friend to the chair.
- Undertake regular training to support development of knowledge and skills within the role.

Chair of Committee

- To give a clear lead in organising the committee's work.
This should bear in mind that the role of the governors should be focussed on strategy, monitoring and being a critical friend and not getting involved in operational detail.
- To undertake any relevant training and keep up to date with developments affecting the work of the committee (e.g. using The Key and NGA resources) and so ensuring that it adheres to best practice.
- To liaise with the headship team member / staff link for that committee.
- To ensure that the committee reviews its Terms of Reference at the beginning of each year and that the resulting document is circulated for ratification by the full Governing Body via the clerk.
- To arrange any extra meetings necessitated by the work of the committee or otherwise directed by the full Governing Body or Trust Board.
- To draw up the agenda for committee meetings using the Governing Body Annual Programme and informed by previous meetings of the full Governing Body or its committees and circulate at least 7 days in advance of meetings.
This is likely to involve advance liaison with the staff link to ensure that all papers from school or elsewhere are also circulated at least 7 days in advance.
- To review the minutes produced by the committee clerk to ensure that they are accurate and comprehensive and that actions and the person responsible are noted. Additionally, to ensure that the questions and contributions of governors are appropriately minuted.
- To ensure that the final draft of the minutes is forwarded to the clerk, for circulation to all governors in a timely fashion.
- To ensure the policy review cycle for the committee operates efficiently
- To keep under review, with the committee, the cycle of work undertaken by the committee particularly in the light of new legislation and initiatives. Should additions or modifications to the annual programme be required ensure that the clerk is informed.
- To manage meetings effectively, ensuring that everyone is able to contribute.
- At meetings to ensure that the future work of the committee is planned in advance and that required reports and presentations from staff to the committee are commissioned ahead of time (usually via the staff link).

- To be responsible for the delegation of roles and to ensure other governors on the committee are fully involved.
- To keep all the full Governing Body fully informed of the work of the committee, making recommendations for action as necessary.