

DIOCESE OF ELY MULTI ACADEMY TRUST (DEMAT)

GOVERNANCE HANDBOOK

The quality and effectiveness of our governance is pivotal in ensuring that we are successful in delivering our Mission as well as achieving our Vision.

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Introduction

This Handbook sets out the lines of responsibility and accountability in the Diocese of Ely Multi -Academy Trust (DEMAT) so that roles and responsibilities in the governance and executive structures are clear.

The quality and effectiveness of our governance is pivotal in ensuring that we are successful in delivering our Mission as well as achieving our Vision.

Our Mission

Our Mission is to support and encourage the work of academies in our DEMAT, promoting Christian distinctiveness through high quality education of children and young people.

Our Vision

The Diocese of Ely Multi Academy (DEMAT) exists to enable Church of England schools to continue to achieve educational excellence through Christian based ethos and values. It will establish a legacy of a financially and pedagogically self-sustaining organisation, enabling professionals and schools to continue to improve and evolve through collaborative support and challenge.

Board of Trustees role and purpose

STRATEGIC LEADERSHIP
that sets and champions
vision, ethos and strategy

ACCOUNTABILITY
that drives up educational
standards and financial
performance

Ensuring and improving the quality of governance

EVALUATION
to monitor and improve the
quality and impact of
governance

COMPLIANCE
with statutory and
contractual requirements

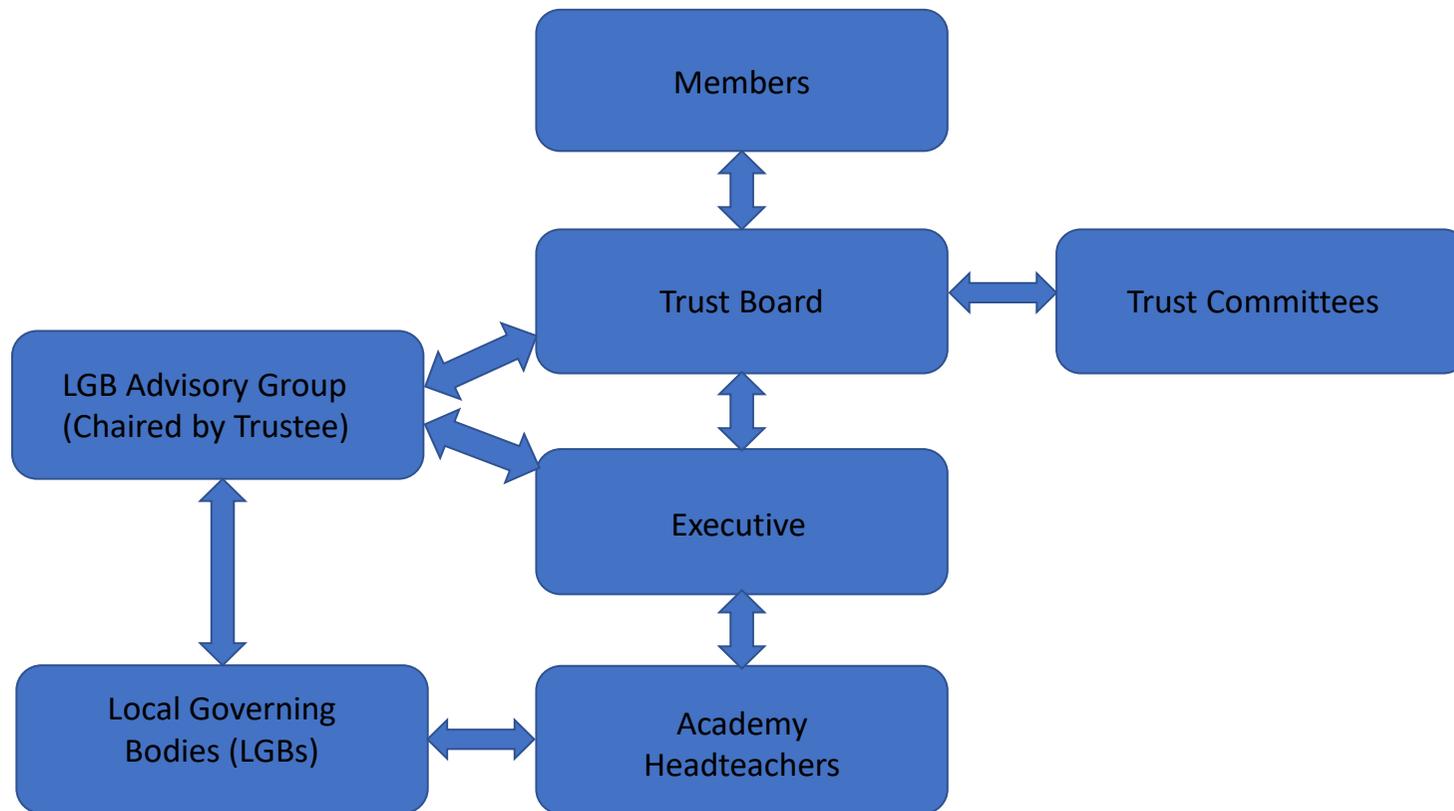
DEMAT EFFECTIVE GOVERNANCE FRAMEWORK

1. Ensuring clarity of vision, ethos and strategic direction
2. Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
3. Overseeing the financial performance of the organisation and making sure its money is well spent.

The way in which governance is organised

PEOPLE
with the right skills,
experience, qualities and
capacity

STRUCTURES
that reinforce clearly
defined roles and
responsibilities



DEMAT LEADERSHIP AND GOVERNANCE MODEL

ROLES AND RESPONSIBILITIES

Members

Our Members are our custodians whose role is to ensure that the Trust is acting in the best interests of our children and young people always.

The Members signed the Memorandum of Association when the Trust was formed and agreed the Articles of Association (the legal document which sets out the governance structure and how the Trust will operate). They are responsible for approving any amendments to the Articles of Association.

Our Members can appoint up to 5 Trustees to the Trust Board and remove them under certain circumstances. They appoint the Trust's auditors and receive the audited annual accounts at an Annual General Meeting.

Our Members are:

Canon Peter Maxwell

Andrew Read

Donald Lester

Paul Evans (Diocesan Secretary)

The Diocese of Ely Educational Trust

Trust Board

Our Trustees are bound by charity and company law which is why they are sometimes also referred to as directors. As the Trust Board, they manage the business of the Trust, being legally responsible for the Trust's statutory functions as well as the performance of all our academies.

The Board has responsibility for three core governance functions:

1. Ensuring clarity of vision, ethos and strategic direction;
2. Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
3. Overseeing the financial performance of the organisation and making sure its money is well spent.

The DEMAT Board is *'ambitious for all children and young people and infused with a passion for education and a commitment to continuous school improvement that enables the best possible outcomes.'*

It believes *'Governance must be grounded in reality as defined by both high-quality objective data and a full understanding of the views and needs of pupils/students, staff, parents, carers and local communities. It should be driven by inquisitive, independent minds and through conversations focused on the key strategic issues which are conducted with humility, good judgement, resilience and determination.'* Academies Handbook January 2017.

Refer to the 'DEMAT Effective Governance Framework' on Page 3 for the key features of effective governance.

Our Trustees are:

Peter Maxwell, Chair of Trustees
Hilary Wright, Chair of Personnel
Michael Banyard, Chair of Standards and Ethos
Keith Carne, Chair of Finance and Estates and Audit
Serena Standing
Robert Skelton
Andrew Read
Alex Hughes
Dr David Lee
Michael Younger
John Bradshaw
David Bridges
Helen Jackson
Wendy Garrard

Role of the Trust Board Committees

There are four committees;

Standards and Ethos
Finance and Estates
Personnel
Audit

Their terms of reference (with the exception of Standards and Ethos) may be found in Appendix B.

Our Board of Trustees follow the **7 principles of public life** (published 31 May 1995 Direct.Gov website)

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Role of the Executive, led by the CEO

- The CEO has delegated responsibility for the operation of the Trust including the performance of all the academies within the Trust. As part of this the CEO performance manages the academy headteachers. The Local governing bodies support the Headteacher in this process but have no decision-making remit.
- The CEO is the accounting officer so has overall responsibility for the operation of our Trust's financial responsibilities. They must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money
- The CEO leads the executive management team: delegating functions to its members and being held to account by the Trust Board for its performance

Role of the LGB Advisory Board

The LGB Advisory Board is chaired by a Trustee and its membership comprises of a Senior Officer from the Executive and selected effective chairs from across the Trust who are either National Leaders of Governance or have become DEMAT Local Leaders of Governance. The purpose of this group is to provide an essential link between the Trustees and Local Governing Bodies and support checks and balances on governance practice across the Trust.

Role of the Academy Headteacher

The academy headteacher is responsible for the day-to-day management of the academy and is managed by the CEO who has delegated this to members of the Senior Management Team of the Executive.

Role of the Local Governing Body

The role of the LGB is to provide support, challenge, monitoring and advice to the headteacher in line with the scheme of delegation checklist. This highly valued voluntary role is integral to the success of the academy and children's outcomes.

Our Trust approach to Local Governance is based around a mixed model of governance which is in response to challenges in recruiting volunteers to this essential role as well as ensuring governors are suitably skilled to ensure they can fulfil their role and responsibilities and deliver consistent high quality effective governance.

We operate a standard scheme of delegation which clearly sets out roles, responsibilities and accountabilities at all levels and our effective LGBs will follow this. However, where we have ineffective or vulnerable LGBs for a variety of reasons, we implement a mixed model of governance where some of the roles, responsibilities and accountabilities are shared across the Trust to enable effective governance to take place.

All schools within the Trust are required to produce a LGB Governance Handbook which clearly sets out how they are functioning, and we support our LGBs by providing a template LGB Governance Handbook and supporting resources to enable this to happen coherently across the Trust.

The Trust at Executive level implements a robust governance monitoring system which systematically monitors governance risks and performance through its established school improvement DRV (DEMAT Review Visits) system. This enables the Trust to have a coherent view of standards of governance across the Trust and respond accordingly to LGB needs.

Appendix A Scheme of Delegation

The following Scheme of Delegation has been adopted by the Diocese of Ely Multi Academy Trust (DEMAT) for implementation by the Board of Trustees, the Executive, Headteachers and Local Governing Bodies.

The purpose of the Scheme of Delegation is to clearly define the accountability and responsibility requirements across the Trust to enable robust governance to be in place at all levels of the organisation.

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
Services provided by the Trust	To determine the scope of mandatory core services to be delivered by the Shared Services Team to its Academies	X			
	To identify those additional services to be procured on behalf of individual academies	X			
	To ensure centrally procured services provide value for money	X			
Budgets	To determine the proportion of the overall Academy budget to be delegated to individual Academies	X			
	To develop and propose the individual Academy budget			X	X
	To approve the first formal budget plan each financial year	X			
	To monitor monthly expenditure		X	X	X
	To approve any between budget headings and/or likely budget overspends NB the overall academy budget must not be in deficit at year end.	X	X		
	To establish financial decision levels and limits	X	X		
	To establish an academy charging and remissions policy	X	X		

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	Miscellaneous financial expenditure outside of the agreed budget	X			
	To enter into contracts (Directors will set the financial limits) up to the limits of delegation and within an agreed budget			X	
	To make payments within agreed financial limits		X	X	
HR	Headteacher appointments (selection panel)		X		X
	Deputy appointments (selection panel)			X	X
	Appoint other teachers			X	X
	Appoint non-teaching staff			X	X
	Agree a pay policy	X			
	Agree pay discretions	X			
	Establishing disciplinary/capability procedures	X	X		
	Make pay decisions for academy-based staff			X	
	Consider appeals against pay decisions for academy-based staff		X	X	X
	Dismissal of Headteacher/Deputy	X	X		
	Dismissal of other staff (Deputy Head level and below)			X	X
	Suspending Head	X	X		
	Suspending other Staff			X	X
	Ending suspension (Head teacher)	X	X		

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	Ending Suspension (Deputy Head level and below) Liaise with the Executive			X	X
	Determining Staff complement within agreed budget			X	X
	Determining dismissal payments/early retirement Liaise with Executive			X	X
	Signing agreements relating to exit strategies		X		X
	Authorising termination payments relating to exit strategies		X		X
Curriculum	To develop a curriculum policy			X	X
	To implement curriculum policy			X	X
	Responsible for standards of teaching			X	X
	Accountability for standards of teaching		X	X	
	Responsibility for individual child's education		X	X	X
	Accountability for individual child's education.		X	X	
	Provision of sex education – to establish and keep up to date a written policy			X	X
	To prohibit political indoctrination and ensuring the balanced treatment of political issues		X	X	X
Performance Management	To develop a performance management policy		X		
	To implement the performance management policy for Head teachers		X		X
	To implement the performance management policy for Deputy			X	X

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	Head/Teaching Staff				
	To implement the performance management policy for Support Staff			X	X
	To implement the performance management policy for Shared Services Staff	X	X		
	To review annually the performance management policy	X	X		
Target Setting	To propose targets for pupil achievement			X	
	To agree targets for pupil achievement			X	
	Responsibility for pupil outcomes			X	X
	Accountability for pupil outcomes		X	X	
	To establish a discipline policy			X	X
	To ensure the academy makes 'reasonable adjustments' and 'best endeavors to meet the needs of pupils with SEND to reduce the risk of exclusions			X	
	To review the use of exclusion and to decide whether to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency) A member of DEMAT Executive, or nominated person, to form any Exclusion Review Panels		X		X
	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)		X		X
Admissions	To ensure the academy's admission decisions comply with DEMAT's			X	X

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	admissions statement and LA requirements. To review proposed changes to academy's admissions policy			X	X
	To appeal against LA directions to admit pupil(s) Headteacher to seek advice from the Executive			X	X
Complaints	Responsibility to manage & investigate Informal & Stage One official complaints			X	
	Responsibility to manage & investigate Stage Two official complaints				X
	Responsibility to manage & investigate Stage Three official complaints		X		
Safeguarding	To institute a Safeguarding and Child Protection policy which is specific to the academy and local area procedures			X	X
	To ensure the academy's compliance with Safeguarding and Child Protections regulations and statutory guidance			X	X
	To manage the process around allegations against staff, including informing the LADO & Trust Executive			X	
	To undertake, or delegate to an investigating officer, the investigation of allegations in relation to academy staff (other than the headteacher)			X	
	To manage the process, and undertake or delegate to an investigating officer, the investigation of allegations made against the headteacher		X		
SEND	Ensure that the necessary special education provision is made for any pupil who has SEN			X	

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	Ensure that parents are notified by the academy when special educational provision is being made for their child			X	
	Ensure the academy produces, including co-production with parents, and publishes online its academy SEN Policy & SEN information report			X	
	Ensure the academy follows the statutory SEND Code of Practice, Equalities Act & Disability Discrimination Act		X	X	
	Ensure that there is a qualified teacher as the special educational needs co-ordinator (SENCO) for the academy			X	
	Make sure that the teachers in the academy are aware of the importance of identifying pupils who have SEN and providing appropriate teaching			X	
	Ensure 'reasonable adjustments' are made to ensure fair access to education, including curriculum and trips for pupils with disabilities			X	
Vulnerable Groups, for example, PP, LAC, EAL, GRT, BME	Responsibility for monitoring the achievement gap between vulnerable groups (specific to the academy) and that of their peers			X	X
	Responsibility for ensuring provision for vulnerable groups is effective and represents efficient use of resources			X	X
	Responsibility for publishing Pupil Premium spending and impact analysis on academy's website			X	X
Medical Needs / Conditions	Responsibility for ensuring an appropriate Medical Needs/Conditions Policy is in place & published on the academy's website			X	
	Responsibility to ensure the academy's compliance with statutory Medical Conditions Guidance, including			X	

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	appropriate care plans in place for pupils with medical conditions which require provision in academy				
	Responsibility to ensure the academy has a person designated as responsible for managing Medical Needs in academy			X	
	Responsibility to ensure an appropriate 'administering medicines' policy is in place when pupils require medicines in academy			X	
Religious Education	Responsibility for ensuring provision of RE in line with academy's basic curriculum Headteacher to seek advice from the Diocese Board of Education			X	
Collective Worship	To ensure that all pupils take part in a daily act of collective worship			X	X
Premises, Insurance and Health and Safety	Buildings insurance and personal liability		X		
	Develop the Trust's property strategy		X		
	Developing academy buildings strategy		X		
	Procuring and maintaining buildings, including developing properly funded maintenance plan		X	X	
	To institute a health and safety policy	X	X		
	To ensure that health and safety regulations are followed		X	X	X
	To ensure all health and safety compliance requirements are met		X	X	
	To ensure robust monitoring procedures are in place to ensure all health and safety compliance requirements are met	X	X	X	X

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
Academy	To publish proposals to change category of academy	X			
	To set the times of academy sessions and the dates of academy terms and holidays The Headteacher to seek advice from the Executive			X	X
	To ensure that the academy meets for 380 sessions in an academy year			X	X
	To prepare and publish the academy prospectus			X	X
	To ensure provision of free academy meals to those pupils meeting the criteria			X	X
	Adoption and review of home-academy agreements			X	X
Governance	To draw up governing documents and any amendments thereafter	X	X		
	Approve all mixed models of governance applied		X		
	To recruit the chair of the LGB (seek support from the Executive if required)		X	X	X
	To approve the appointment (and removal) of the chair of the LGB		X		
	On conversion, reconstitute the FGB to become an LGB		X		X
	To effectively govern the Academy and ensure it fulfils its statutory duties in accordance with the Department for Education and the Church of England, the membership and composition of the LGB will require the correct balance of representation from various groups. Individual members of the LGB and the LGB as a whole must have an appropriate skills base.		X		X

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	Representation will be from parents, academy staff and community governors as approved by the Executive. Although the term 'Foundation Governors' is not specifically used, it is a requirement for all governors to uphold the Christian Distinctiveness of the Academy.				
	To ensure the preservation of the Christian distinctiveness of the Academy, an ex-officio role must be reserved for the Incumbent or an appropriate representative as approved by Archdeacon of the Archdeaconry in which the school is situated.		X	X	
	To appoint and dismiss the clerk to the LGB				X
	To hold a full LGB meeting at least six times in an academy year or a meeting of the temporary governing body as often may require			X	X
	To appoint and remove members of the LGB (with support from the Executive)				X
	To set up a Register of Directors' Business Interests	X			
	To set up a Register of LGB members' Business Interests			X	X
	To approve and set up an LGB members' Expenses Scheme		X		X
	To discharge duties in respect of pupils with special needs by appointing a "responsible person"			X	
	To regulate the LGB procedures (where not set out in law)	X			

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	To put in place Governor's support arrangements.		X		X
	To determine the development needs of governors and put in place an appropriate program		X		X
	To consider requests from other academies to join the Trust		X		
	To approve such requests	X			
	To put into place the additional services provided	X			
	To ensure delivery of services provided		X		
	To cease providing extended academy provision (The Headteacher to seek advice from the Executive)			X	X
Compliance	To determine, on an annual basis, those policies which will be developed by the Trust and mandatory for all Trust Academies	X	X		
	To ensure there is a critical incident plan in place		X	X	X
	To ensure the academy website is compliant with current data protection and legislative requirements			X	X
	To comply with GDPR requirements as set out in accordance with Trust Policy	X	X	X	X
	To provide on an annual basis, a schedule all statutory policies and procedures and any additional policies the Trust deems necessary		X		
Strategic	To review and or amend the ethos aims and values of the Trust	X	X		

Function	Tasks	Decision Level			Advice and Monitoring
		1	2	3	4
	To develop the ethos and mission statement for individual academies, within the context of the Trust's ethos, aims and values To confirm the Ethos and mission statement for individual academies			X	X
	Comply with charity law	X			
	Comply with company law	X			
	Appoint a senior executive leader as the accounting officer for the Trust	X			
	Appoint a Chief Financial Officer	X			
	Participate in annual accounts consolidation exercises as communicated by the DfE		X		
	Appoint a registered statutory auditor and prepare annual financial statements in line with ESFA academies guidance and direction		X		
	Ensure the Trust has adequate insurance cover and has opted into the academy's risk protection		X		

Appendix B

Trust Terms of Reference

Finance and Estates Committee

Constitution: The Diocese of Ely Multi-Academy Trust Board resolves to establish a committee of the Trust to be known as the Finance and Estates Committee.

Membership: The committee shall be appointed by the Board from among its number and shall consist of not less than three Board directors, the academy finance officer, up to two academy headteachers and up to two chairs of governors or their nominated representatives. A quorum will be two Board Directors. The chair of the committee will be appointed by the Board. The committee may propose that additional members with skills are co-opted to the committee with all co-options being approved by the Board. Members are not eligible to sit on the audit committee.

Meetings: Meetings shall be held as necessary but not less than three times a year in accordance with the termly cycle.

Duties: The committee will:

- 1 receive, scrutinise and if appropriate approve all items in its jurisdiction as per the Department for Education published Academies Finance Handbook and The Diocese of Ely Multi- Academy Trust Finance Handbook
- 2 ensure that The Diocese of Ely Multi-Academy Trust Finance Handbook is up-to-date and fit for purpose
- 3 scrutinise the termly accounts for submission to the Board
- 4 receive, scrutinise and, if appropriate, approve all capital accounts by academies
- 5 supervise the Trust's arrangements for purchase of common services including banking and insurance
- 6 be responsible for ensuring that the Trust has adequate systems of internal control
- 7 ensure that the bursarial skills for each academy are adequate
- 8 oversee the production and finalisation of the Diocese of Ely Multi- Academy Annual Financial Accounts prior to submission to the Diocese of Ely Multi-Academy Trust Board
- 9 ensure that the academy has a reliable budget and development plan and oversee intervention in academies where the business plan is deemed to be inadequate.

- 10 oversee the management and disbursement of the operational/capital grants and funds received from the DfE and elsewhere; review the expenditure of the Trust
- 11 advise the Trust and academies on estates policy and the practical application of good practice in maintenance and development of land and property.
- 12 develop guidance for the academy governing body on financial matters and on matters to be considered in looking at a project proposal; maintaining appropriate links and relationships with an individual academy's Finance and Estates Committee
- 13 provide advice and guidance to the academy looking at project proposals and where necessary:
 - a. review project proposals and advise on practicality and content
 - b. counsel on the appointment of advisers
 - c. attend governors' or tender meetings at the request of the school council
 - d. review all transactions involving land and property with a value greater than £50,000
- 14 provide advice to the academy and governing body, as requested, during project development
- 15 organise a skills' database of property experts for the Trust as a whole, and put academies in touch with relevant directors and governors, as requested
- 16 monitor schools' compliance with the need for reviews, the inclusion of costs in budgets and forecasts, and the provision of necessary maintenance
- 17 report to the Board on project proposals and other proposed transactions.

Authority: The Finance and Estates Committee can seek outside legal or professional help and advice and may require an employee of the Trust or request an employee of the Diocese of Ely Multi-Academy Trust to co-operate with any reasonable requests for information.

Reporting: The Chair shall circulate minutes of the committee meetings to the Board and will be available to the Board to answer questions thereon.

Review: These terms of reference will be subject to review annually.

Appendix B

Trust Terms of Reference

Audit Committee

Constitution: The Diocese of Ely Multi-Academy Trust Board resolves to establish a committee of the Trust to be known as the Audit Committee.

Membership: The committee shall be appointed by the DEMAT Board from among its number and shall consist of not less than three directors, at least one of whom will have appropriate legal/accountancy expertise and up to two school governors with appropriate expertise in financial and risk management. The Chief Finance officer or substitute delegated by the Chief Finance Officer will be in attendance. A quorum shall be three members of which two must be Board directors. The chair of the committee will be appointed by the Board. The committee may propose that additional members with skills are co-opted to the committee with all co-options being approved by the Board.

Meetings: Meetings shall be held as necessary and as demanded to satisfy the requirements for an audit review and a risk assessment review. Normally, at least two meetings will be held each year.

Duties:

The Committee shall:

1. ensure that the Charity has a comprehensive range of policies, procedures and systems sufficient to cover all aspects of audit and risk management
2. raise awareness and promote understanding of audit and risk management
3. maintain and review a strategic risk register and report to the Board on actions against key risks
4. delegate authority to relevant Board committees to implement aspects of its strategies for audit and risk management, and to receive reports from them on progress against key actions
5. provide the Board with summary reports on its progress against key actions
6. ensure that necessary arrangements are in place for the Charity to meet the requirements for inspection by external organisations, and provide reports where requested for relevant external organisations on audit and risk management
7. provide an annual summary of key activities for the Charity's annual financial statements
8. ensure and recommend the appointment of external auditors to the Board for approval at the Trust 's annual general meeting.

9. consider and approve the external and internal audit strategy.
10. discuss with the external auditors any problems and reservations arising from the interim and final audits, including a review of the management letters incorporating management responses.

Reporting: The Chair shall circulate minutes of the committee meetings to the DEMAT Board and will be available to the DEMAT Board to answer questions thereon.

Review: These terms of reference will be subject to review annually.

Appendix B

Trust Terms of Reference

Personnel Committee

Constitution: The Diocese of Ely Multi-Academy Trust resolves to establish a committee of the Trust to be known as the Personnel Committee.

Membership: The Committee shall be appointed by the DEMAT Board from among its number and shall consist of not less than three directors, an academy headteacher or nominated representative, a school governor and a school development adviser. The academies business manager will be in attendance. A quorum shall be three members of the committee of which two shall be Board members. The Chair of the Committee shall be appointed by the Board. The Committee may propose that additional members with skills are co-opted to the Committee with all co-options being approved by the Board. Members shall serve for a period as determined by the Board.

Meetings: Meetings shall be held as necessary but not less than three times a year ahead of the Board meeting

Duties: The task of the Personnel Committee is to enable management to contribute to their overall delivery of the Diocese of Ely Multi-Academy Trust strategic plan and related policies, through appropriate structures for pay and remuneration and development of staff, having regard to equal employment opportunity, fair employment practices, personnel policies, and the annual review of compensation for all Trust and academy staff. It is also responsible for all aspects of statutory policies concerning safeguarding, H&S and related matters.

The Committee will:

1. ensure that DEMAT provides guidance on a range of policies, procedures and systems sufficient to cover all aspects of pay, pensions and personnel.
2. ensure that DEMAT provides guidance on matters of Safeguarding and Health & Safety
3. ensure the individual school policies, procedures and systems meet the statutory requirements and those of DEMAT
4. advise on matters relating to the DEMAT's responsibilities as an employer, where a Board-level decision is required
5. convene an appeal committee on staffing matter requiring Board level decision.
6. complete an annual review of pay scales and remuneration packages for all school staff and make recommendations to the Board.
7. review remuneration of DEMAT staff and consultants
8. represent the Board in any pay and conditions negotiations as required.

9. ensure the DEMAT Board satisfies its responsibilities for pensions

Reporting: The Chair shall circulate minutes of the committee meetings to the DEMAT Board and will be available to the DEMAT Board to answer questions thereon.

Review: These terms of reference will be subject to review annually.

Month	2018	2019	2020
July August September October November	Financial statements review Audit report review Strategic risk register review Specific policy review as part of rolling programme Review of external auditor performance and confirmation of appointment of auditor - motion required at AGM in December Review of performance of audit committee (from Charities Commission questionnaire)	Financial statements review Audit report review Strategic risk register review Specific policy review as part of rolling programme Review of external auditor performance and confirmation of appointment of auditor - motion required at AGM in December Review of performance of audit committee (from Charities Commission questionnaire)	Financial statements review Audit report review Strategic risk register review Specific policy review as part of rolling programme Review of external auditor performance and confirmation of appointment of auditor - motion required at AGM in December Review of performance of audit committee (from Charities Commission questionnaire)
December			

Appendix D: Trust Meeting Cycle

