



## **Sub-Committee Membership 2021/2022 Academic year**

### **Audit and Risk Committee**

- Staff member (vacancy)
- James Thompson
- Andy Stone

Supported by the Headteacher of Hawkswood Primary & Secondary

### **Business Committee (including Pay and Personnel Sub-Committee)**

- Jason Green
- Abdus Rujibali
- Amana Gordon
- Liz Rattue

Supported by David Betts (LA consultant) & the Hawkswood School Business Manager

### **Quality of Education, Standards and Safeguarding Committee**

- Hannah Glossop
- Lynette Parvez
- Liz Rattue

Supported by and the Headteacher of Hawkswood Primary & Secondary



## Terms of reference for the Audit & Risk Committee

The powers and functions delegated by the Management Committee to the Audit & Risk Committee are as set out below.

**Membership:** (To be established by the Management Committee)

- a) Three members and the head teacher. Where the headteacher is not a member, they may attend all meetings.
- b) The committee may make recommendations to the Management Committee about co-opting additional, non-voting members.
- c) Voting rights may be conferred on non-member members by the Management Committee.
- d) the Headteacher of Hawkswood Primary & Secondary is invited to attend all meetings of this committee in a non-voting advisory capacity.

**Quorum:** A quorum for this Committee shall be three members.

### General Terms

- To act on matters delegated by the full Management Committee.
- To liaise and consult with other committees where necessary.
- To contribute to the School Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.

### Chair

The Chair of the Committee will be appointed at the first meeting in each academic year, unless one has been appointed by the Management Committee. In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.

### Agenda

To be set by the Committee Chair and Headteacher in consultation with the Clerk to Members. The meeting's agenda and related papers must be circulated to all committee members at least seven days prior to the meeting. Minutes of the meeting will be circulated as soon as possible after the meeting and agreed at the next meeting of the committee.

### Meetings

- The Management Committee is free to determine how often the committee meets and may delegate this to the committee.
- The Committee meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the headteacher/principal).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full Management Committee and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are members.

### **External Audit**

- To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- To recommend the audit fees to the Management Committee and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- To oversee the process for selecting the external auditor and make appropriate recommendations through the Management Committee to consider at any general meeting where the accounts are laid before members.
- To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- To review the performance of the external auditor on an annual basis.
- To recommend to the Management Committee the appointment/re-appointment of the external auditor.
- To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

### **Internal Audit**

- To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the group.
- To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
- To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits.

### **Financial Management & Policies**

- To keep under review the group's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Management Committee, paying particular attention to:
  - critical accounting policies and practices, and any changes in them
  - decisions requiring a major element of judgement

- the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
  - the clarity and transparency of disclosures
  - significant adjustments resulting from the audit o the going concern assumption
  - compliance with accounting standards
  - compliance with DfE and legal requirements.
- To review the group's policy and procedures for handling allegations from whistleblowers.
  - To review the group's policies and procedures for handling allegations of fraud, bribery and corruption.
  - To receive reports on the outcome of investigations of suspected or alleged impropriety.
  - To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.
  - To ensure that any significant losses are investigated and reported to the DfE where required.
  - To review the group's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
  - To review the adequacy and robustness of risk registers.
  - To keep under review the adequacy and effectiveness of the group's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (eg from the National Audit Office).
  - To review all risk and control related disclosure statements, in particular the Group's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Group Management Committee.
  - To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

### **Monitoring, evaluation and escalation**

- To review or investigate any other matters referred to the Audit & Risk Committee by the Management Committee.
- To draw any significant recommendations and matters of concern to the attention of the Management Committee.

**Reporting** At each meeting of the Management Committee, a report shall be presented by the committee.

**Revision** These powers and responsibilities will be reviewed annually at the autumn term meeting of the Management Committee

**Disputes** Any disputes will be referred to the full Management Committee.



## Business Committee

The powers and functions delegated by the Management Committee to the Business Committee are as set out below.

**Membership:** (To be established by the Management Committee)

- a) Three members and the head teacher. Where the headteacher is not a member, they may attend all meetings.
- b) The committee may make recommendations to the Management Committee about co-opting additional, non-voting members
- c) Voting rights may be conferred on non-member members by the Management Committee
- d) The LA allocated accountant & the Hawkswood School Business Manager are invited to attend all meetings of this committee in a non-voting advisory capacity

**Quorum:** A quorum for this Committee shall be three members and the Head teacher.

### General Terms

- To act on matters delegated by the full Management Committee.
- To liaise and consult with other committees where necessary.
- To contribute to the School Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.

### Chair

The Chair of the Committee will be appointed at the first meeting in each academic year, unless one has been appointed by the Management Committee. In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.

### Agenda

To be set by the Committee Chair and Headteacher in consultation with the Clerk to Members. The meeting's agenda and related papers must be circulated to all committee members at least seven days prior to the meeting. Minutes of the meeting will be circulated as soon as possible after the meeting and agreed at the next meeting of the committee.

### Meetings

- The Management Committee is free to determine how often the committee meets and may delegate this to the committee.
- The Committee meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the headteacher/principal).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full Management Committee and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are members.

## **Funding**

- To consider each of the schools indicative funding, notified annually by the LA and to assess its implications for the relevant school. This will be in consultation with the LA nominated financial officer / consultant and the LA nominated Schools Asset Manager (Capital budget holder) together with School Business Manager and Headteacher of the relevant school, in advance of the financial year, drawing any matters of significance or concern to the attention of the Management Committee.
- To consider and recommend acceptance or non-acceptance of the schools budgets each financial year.

## **Budgeting**

- To contribute to the formulation of the schools' strategic plans, through the consideration of financial priorities and proposals, in consultation with the School Business Manager and relevant Headteacher with the stated and agreed aims and objectives of the relevant school.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in each of the schools' strategic plans.
- To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
- To consider the spending plans of other committees and report back and advise the Management Committee.
- To delegate the day-to-day management of the approved budget to relevant the Headteacher, within agreed authorisation limits.
- To consider requests for supplementary expenditure and make appropriate recommendations to the Management Committee.
- To consider and act upon matters not covered by other sub-committees.
- To review financial policy including consideration of long-term planning and resourcing in accordance with each of the schools' development plans.

## **Expenditure**

- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the schools, and with the financial regulations of the Group, drawing any matters of concern to the attention of the Management Committee.

## **Financial Procedures**

- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and where appropriate make recommendations for improvement.
- To prepare the financial statement to form part of the annual report of the Management Committee to stakeholders and for filing in accordance with the schools financial regulations.

## **Health & Safety**

- To receive each term the relevant Headteacher's Health and Safety report and advise as necessary.
- To monitor compliance with the Groups' Health & Safety policies and statutory obligations under the Health and Safety at Work Act 1974.

## **Asset Management**

- To receive reports from the School Business Manager on the management of assets including premises and their security.
- To confirm that an asset recording system is in place, including an inventory and fixed asset register for each School.

## **Property Management**

- To determine the use of the groups premises and grounds outside school sessions with regard to the lettings and charging policy.
- To ensure that the groups premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.
- To ensure the responsibilities of the Management Committee under the Environmental Protection Act are met.
- To advise the Management Committee on environmental issues to ensure the schools are acting as a responsible institution in its duty to conserve energy, materials and with regard to the local community.

## **Pay**

To prepare and submit recommendations for the adoption by the Group Management Committee of:

- an appraisal policy; and
- a Group pay policy.

To operate in accordance with the statutory appraisal regulations and the relevant school's adopted policy as follows:

- to select an external adviser to advise the Committee undertaking the appraisal of the Headteachers;
- to take advice from the external adviser when agreeing objectives and reviewing the performance of the Headteachers;
- to agree performance objectives with the Headteachers;

- to conduct the appraisal of the Headteachers;
- to determine whether the outcome of the appraisal of the Headteachers meets the criteria for pay progression as covered under the adopted pay policy;

To support the Headteachers with the annual report to the Management Committee on appraisal arrangements and outcomes;

- To monitor the implementation of the Group's Pay Policy ensuring that it is fair and equitable.
- To deal with any other matters relating to pay, appraisal and employment as may be referred by the Management Committee.

## **Grievances**

- To exercise strategic oversight to ensure consistency in grievance matters.
- To consider staff grievances where there is a referral under the grievance procedure adopted by the Management Committee. A panel comprised of members of the Committee, and others appointed by the Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure.
- To consider staff complaints of harassment where there is a referral to the Committee under the procedure adopted by the Management Committee. The Committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy.

## **Staff Discipline/Dismissals**

- To exercise strategic oversight to ensure consistency in disciplinary matters.
- Under the disciplinary or capability procedures for the Headteachers adopted by the Group Management Committee, to consider formal action against the Headteachers and for a panel comprised of members of the Committee, and others appointed by the Committee, to make a determination as provided for under either procedure. The Committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.
- Under the disciplinary or other relevant procedures (e.g. relating to capability, staff reductions or incapability due to ill-health) adopted by the Management Committee, to make any determination that any member of staff employed at a school within the group should be dismissed from their post, in line with Group policy.

## **Staff Appeals**

- A panel comprised of members of the Committee, and others appointed by the Committee, will consider appropriate appeals against a sanction short of dismissal issued by the Headteachers or by the staff discipline/dismissal Committee to a member of staff employed at the school, in accordance with the disciplinary procedure or capability procedure adopted by the Management Committee
- Under the disciplinary or other relevant procedures (e.g. relating to capability, redundancy or incapability due to ill health) adopted by the Management Committee, a panel comprised of members of the Committee, and others appointed by the committee, will consider any relevant appeal against a decision of the staff discipline/dismissal Committee to dismiss from their post a member of staff employed at the Academy.



- To consider appeals under other procedures as may from time to time be delegated by the Management Committee, including appeals under the Group's adopted Pay Policy.

## **Personnel**

- To receive reports and make recommendations to the Management Committee on all aspects of matters relating to staff at the Schools.
- To advise on the strategic planning of human resources.
- To monitor the communication and consultation of policies and processes to staff and review feedback.
- To advise on the means of achieving active participation by staff in policy development.
- To advise and recommend revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay.
- To ensure the legal requirements for Early Careers Teachers induction are complied with.
- To carry out an annual review of the Group's staffing establishment in relation to the staffing element of the Group's development plan.
- To advise the Management Committee on the appointment of the relevant Headteachers.
- To receive reports on other statutory reporting or other relevant issues, making recommendations to the Management Committee.

## **Reporting**

At each meeting of the Management Committee, a report shall be presented by the committee.

## **Revision**

These powers and responsibilities will be reviewed annually at the autumn term meeting of the Management Committee

## **Disputes**

Any disputes will be referred to the full Management Committee.

## Terms of reference for the Quality of Education, Standards and Safeguarding Committee

The powers and functions delegated by the Management Committee to the Quality of Education, Standards and Safeguarding Committee are set out as below.

**Membership:** (To be established by the Management Committee)

- a) Three members and the head teacher. Where the headteacher is not a governor, they may attend all meetings.
- b) The committee may make recommendations to the Management Committee about co-opting additional, non-voting members
- c) Voting rights may be conferred on non-governance members by the Management Committee
- d) the Headteacher of Hawkswood Primary & Secondary is invited to attend all meetings of this committee in a non-voting advisory capacity

**Quorum:** A quorum for this Committee shall be three members.

### General Terms

- To act on matters delegated by the full Management Committee.
- To liaise and consult with other committees where necessary.
- To contribute to the School Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.

### Chair

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### Agenda

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- The Committee meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the headteacher/principal).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full Management Committee and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are members.

### **Educational Standards**

- Oversight of pupil outcomes in national assessments and support school improvement strategies.
- Oversight of internal data.
- Oversight of the quality of teaching and learning.
- To oversee and monitor the effectiveness of learning strategies.
- Ensure there is an established policy for every aspect of school life and ensure these policies are reviewed on a regular basis.
- Be aware of the requirements for teaching and learning within a specialist curriculum and delegate to the headteachers the responsibility for ensuring that those requirements are met.
- Review changes to the curriculum.
- Support with matters concerning excluded pupils.

### **Attendance strategy and impact**

- To review, monitor and evaluate the impact of the Hawkswood Group and provisions attendance strategy.
- To develop and review policies to ensure leadership are taking effective action to maximise pupil attendance.
- To ensure the close monitoring and evaluation of attendance for key groups of children including Pupil Premium, SEND, LAC and diverse groups.
- To ensure that the policy for attendance and wellbeing are consistently applied to safeguard Hawkswood pupils.

### **Safeguarding and Child Protection**

- To monitor and evaluate the effectiveness of leadership and management in ensuring safe practice in adherence with Keeping Children Safe in Education 2018 and other statutory requirements necessary for safeguarding.
- To monitor and evaluate the impact of safeguarding and collaboration with other agencies in keeping children safe.
- To monitor and evaluate the impact of continuing professional development for safeguarding practice staff performance.
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation.

- To regularly review and develop the Safeguarding and related policies and to ensure that the policies are operating effectively and that all staff are able to effectively monitor the impact of their actions.
- To consider recommendations from external reviews of the school safeguarding practice (e.g. Ofsted or external school improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To advise the resources committee on the relative funding priorities necessary to deliver safeguarding priorities.
- To ensure that appropriate action is taken to safeguard children should there be a concern relating to an adult or employee following a disclosure
- To ensure that the Hawkswood group has an effective GDPR policy and practice
- To ensure that the Hawkswood Group has an effective Whistleblowing and Acceptable User Policy and that staff are aware of the expectations
- To ensure that there is an appropriate induction and update safeguarding training for all staff and that it is effective in keeping children safe
- To ensure that staff are trained in safer recruitment practice and that all recruitment procedure is compliant
- To ensure that the Single Central Register and record keeping is compliant
- To ensure all statutory requirements for reporting and publishing information on Behaviour, Safeguarding and related policies are met and the Hawkswood Group's schools' website contents are fully compliant and presented in an accessible way

### **Behaviour for Learning**

- To monitor the Hawkswood Schools' Behaviour for Learning Policy and impact on the schools' community and impact on learning through exclusions data.
- To identify and celebrate pupil achievements in promoting effective behaviour for learning and ensure strategy is effective and impacting on the development areas
- To monitor support and challenge leadership to ensure that Hawkswood provisions are safe learning communities through an effective focus on outstanding Behaviour for learning
- To monitor and evaluate outcomes and tracking data to ensure that assessment is accurate and achievement is strong

### **Monitoring, evaluations and complaints**

- Monitor, evaluate and recommend actions to the School Development Plan and Self Evaluation Form.
- Use feedback to strengthen the school further in light of inspections and visits
- Receiving evidence and reports from leaders, by visiting schools, and receiving external validated moderation reports
- To oversee the running of the academies in terms of learning, standards, safety and wellbeing.
- To support the Group's senior management staff deal with parental complaints pursuant to the Group policy on parental complaints.

**Reporting** At each meeting of the Management Committee, a report shall be presented by the committee.

**Revision** These powers and responsibilities will be reviewed annually at the autumn term meeting of the Management Committee

**Disputes** Any disputes will be referred to the full Management Committee.