



<b>Policy name:</b>	Terms of Reference – Academy Advisory Groups (AAG)
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<b>Date amended:</b>	18 <sup>th</sup> July 2022
<b>Next review date:</b>	3 <sup>rd</sup> November 2022  <b>Annual Review</b> <ul style="list-style-type: none"> <li>• This Scheme of Delegation shall operate from the Effective Date</li> <li>• The Trust Board is required by its constitution to review the Scheme at least annually and has absolute discretion to alter or withdraw any provisions of it</li> <li>• In considering any material changes to this Scheme or any framework on which it is based, the Trust Board will have regard to the views of stakeholders</li> </ul>



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## Terms of Reference – Academy Advisory Groups (AAG)

To ensure the Board maintains effective oversight of educational performance it delegates responsibility to the local tier of governance (AAGs) for driving educational improvement via the monitoring and evaluation of the school's Improvement Plan. Through the provision of support and challenge the AAG helps to hold school leaders to account for the delivery of a broad and balanced curriculum, pupil outcomes (especially for disadvantaged children), personal development and pupil wellbeing; staff wellbeing, stakeholder engagement and regulatory compliance - specifically Safeguarding, SEND, Equalities.

AAGs have the following key functions:

1. Developing an understanding of how the trust and the school are led and managed by:
  - Building an understanding of the trust's ambitions for the school and its pupils – its vision and strategy and how this is realised at school level
  - Knowing the trust's values and becoming familiar with key policies and understanding how these work in practice so that they are creating a healthy culture for all
2. Building a knowledge of parents' views and the community context by:
  - Reviewing data provided by the Trust / academy
  - Monitoring progress against key priorities identified from parent feedback
3. Monitoring the work of the school by:
  - Scrutinising reports on the school's progress against its School Improvement Plan
  - Visiting the school during the school day and attending events
  - Escalating any concerns to the CEO and / or trustees
4. Reviewing key decisions made by the Headteacher e.g. pupil exclusions
5. Responding to complaints in accordance with the Trust policy

### Membership

- A minimum of four and a maximum of nine committee members recruited for their skills, knowledge and experience in the following categories:

Membership	Number	Term	Appointment
Headteacher	1		Ex-officio
Parent	4	4 years	Parent election or appointment
Community	4	4 years	

- The recruitment of Academy Advisors is approved by Trust Board
- The Trust Board appoints the committee Chair (considering recommendations from the committee)
- The committee appoints its own Vice-Chair
- Parent representation in the Trust's Governance Community is at school level – with parents elected or appointed to AAGs

### Reporting

- The Headteacher / Deputy Headteacher is to attend AAG meetings and report as the responsible officer for educational improvement in the academy/ies

- The Clerk is to ensure minutes are shared on the governance SharePoint system within two weeks
- The Chair is to promote a two-way flow of communication between the Trust Board, Chairs' Forum and other Committees

#### Quorum and meeting frequency

- AAGs shall meet formally at least four times per year
- A minimum of three advisors, including either the committee Chair or Vice-Chair, is required to be quorate. Decisions of the committee shall be taken by a majority vote of advisors, with the Chair having a casting vote
- In addition, AAGs will:
  - Meet when school is in session for an 'AAG Day' organised to provide for advisors to participate in lessons, playtimes, lunchtime, subject leader discussions and pupil discussions (eg School Parliament) relevant to each AAG member's link roles
  - Participate in the Trust's Annual Strategy Morning, which provides the opportunity for the whole Governance Community to come together to consider strategic priorities

#### Main duties

1. Monitor/evaluate the academy's educational performance against the School Improvement Plan, challenging the Headteacher in relation to the impact of interventions and support and agreeing follow-up action or celebrating achievements
2. Appoint link advisors for priority areas to provide support, oversight and challenge
3. Monitor and evaluate how effectively the school is operating within the ethos and values of the Trust and providing a positive climate for all stakeholders
4. Monitor and evaluate the impact of the academy's communication plan; ensuring it is aligned to the Trust's key messages
5. Promotes the engagement of stakeholders and ensures the voice of parents, staff, and pupils is heard
6. Serve as a valued point of consultation and representation in the development of Trust policies
7. Act as an ambassador for the Trust and promote strong links with parents and the community
8. Appoint a designated governor for: Disadvantaged/Vulnerable Pupils, Safeguarding, SEND and Equalities to facilitate effective monitoring and evaluation in each of these vital areas
9. Triangulate internal reports about data, curriculum, effectiveness of teaching via pre-arranged and accompanied visits with an employed/contracted education professional and scrutiny of external data and national averages
10. Attend termly School Effectiveness Reviews (SERs) and Ofsted inspection meetings to understand academy areas of strength and improvement and develop awareness of opportunities to share best practice
11. Contribute to the appointment of academy leaders/teachers
12. Establish/convene any panels required i.e. pay, exclusions, disciplinary, capability, complaints, appeals
13. Ensure academy compliance with statutory duties such as website compliance

14. Self-evaluate performance and impact on pupils' outcomes and personal development annually

Where there are a number of small schools or schools in very close proximity, or schools operating under shared executive leadership, then there may be one AAG to oversee that pair/cluster of schools.

## The Mead Academy Trust - Scheme of Delegation

Sn	Group	Area of Responsibility	AAG	
1	Governance, Strategy, Vision and Values	Supporting Effectiveness of AAGs	<b>Responsible</b> for the identification of link governors aligned to curriculum leaders or school priorities	R
2	Governance, Strategy, Vision and Values	Appoint or Remove Academy Advisors	<b>Responsible</b> for identifying of skills gaps and making recommendations for recruitment of AAG members	R
3	Governance, Strategy, Vision and Values	Self-review of Trust board, committees and AAGs: complete annually	<b>Responsible</b> for annual review of AAG effectiveness & member contribution	R
4	Curriculum, Assessment and Outcomes	Scrutiny of performance against School Improvement Plans	<b>Responsible</b> for monitoring progress against the School Improvement Plan	R
5	Curriculum, Assessment and Outcomes	Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	<b>Responsible</b> for monitoring the quality of provision and leadership of EYFS	R
6	Curriculum, Assessment and Outcomes	Setting and delivering school curriculum and assessment in line with Trust principles and values	<b>Responsible</b> for holding school leaders to account for the delivery of a broad and balanced curriculum	R
7	Safeguarding and Inclusion	Ensuring compliance with Equalities legislation	<b>Responsible</b> for nominating an AA to champion Equalities objectives	R
8	Safeguarding and Inclusion	Nominating Safeguarding Lead Trustee	<b>Responsible</b> for nominating Safeguarding Link AA	R
9	Safeguarding and Inclusion	Ensuring compliance with SEND Code of Practice	<b>Responsible</b> for appointing an AA to ensure impact is evident in pupil outcomes from implementation of SEND Code of Practice / policy and EHC Plans	R
10	Safeguarding and Inclusion	Delivering support for vulnerable learners	<b>Responsible</b> for nominating an AA to ensure a positive impact is evident in pupil outcomes from use of grant funding for disadvantaged and vulnerable pupils	R
11	Safeguarding and Inclusion	Setting behaviour and welfare policies (behaviour, exclusions)	<b>Responsible</b> for monitoring the impact of policy on school culture and pupil wellbeing	R
12	Safeguarding and Inclusion	Establish a Trust Attendance policy	<b>Responsible</b> for monitoring children missing in education, absence, persistent absence (PA), notices and fines	R
13	Parent, Community and Stakeholder Relationships	Receive updates on perspectives of parents across the Trust	<b>Responsible</b> for monitoring progress against key priorities identified from parent feedback	R
14	Parent, Community and Stakeholder Relationships	Receive updates on perspectives of staff across the Trust	<b>Responsible</b> for monitoring progress against key priorities identified from staff feedback and for undertaking exit interviews	R
15	Parent, Community and Stakeholder Relationships	Champion the Trust and the academies to parents/ communities	<b>Responsible</b> for championing and advocating for the Trust at every opportunity	R
16	Parent, Community and Stakeholder Relationships	Establish complaints panel to consider formal complaints about an academy	<b>Responsible</b> for reviewing complaints in line with policy	R
17	Financial Management & Trust Growth	Monitoring pupil premium spend inc. Catch-up and PE and sport premium	<b>Responsible</b> for monitoring the impact of the Pupil Premium strategy	R

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Sn	Group	Area of Responsibility	AAG	
18	Governance, Strategy, Vision and Values	Chair's performance: carry out 360° review periodically	Support review	S
19	Governance, Strategy, Vision and Values	External review of board effectiveness: submit to members	Support review	S
20	Curriculum, Assessment and Outcomes	Attending trust (MATSE) inspections	Support Trust inspections	S
21	Parent, Community and Stakeholder Relationships	Manage relationships with parents	Support fostering of parent relationships at academy level	S
22	Parent, Community and Stakeholder Relationships	Ensuring mechanisms for staff wellbeing	Support through ensuring staff are offered support	S
23	Parent, Community and Stakeholder Relationships	Manage relationships with local community and stakeholders	Support fostering of community & local relationships at academy level	S
24	Parent, Community and Stakeholder Relationships	Manage relationships with local authority (LA) and local gov	Support fostering of LA and MP relationships at academy level	S
25	Human Resources & Recruitment	Setting and implementing HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)	Support panels as needed	S
26	Governance, Strategy, Vision and Values	Appoint or Remove Academy Advisory Group Chairs	Informed of any appointments or departures	I
27	Governance, Strategy, Vision and Values	Approve Trust policies in line with Trust's ethos and values as a single legal entity	Informed with access to Trust policies	I
28	Governance, Strategy, Vision and Values	Setting governance policies (data protection, information sharing, cybersecurity, Freedom of Information (FOI), code of conduct, whistleblowing)	Informed with access to Trust policies	I
29	Curriculum, Assessment and Outcomes	Setting school improvement plans in line with Trust priorities	Informed of school improvement priorities	I
30	Curriculum, Assessment and Outcomes	Approval of post Inspection Action Plans	Informed of plans in response to inspection	I
31	Curriculum, Assessment and Outcomes	Setting Trust approach to curriculum and assessment, with regard to statutory requirements	Informed about curriculum approaches	I
32	Curriculum, Assessment and Outcomes	Developing Trust curriculum policies as required (religious education, relationships, sex & health education, collective worship)	Informed of Trust policies	I
33	Curriculum, Assessment and Outcomes	Production and analysis of educational data	Informed of educational data; used to triangulate with visits, reports and improvement plans	I
34	Safeguarding and Inclusion	Setting safeguarding policies (safeguarding and child protection, Prevent, looked after children, Safer Recruitment, Code of Conduct)	Informed of Trust policies and the school's performance in line with them	I
35	Safeguarding and Inclusion	Setting approach to directing pupils offsite, exclusions	Informed about exclusions and the use of alternative provision	I

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Sn	Group	Area of Responsibility	AAG
36	Parent, Community and Stakeholder Relationships	Prepare and publish the Academy prospectus	Informed of academy prospectus & marketing
37	Parent, Community and Stakeholder Relationships	Receive updates on perspectives from pupils across the Trust	Informed of pupil voice at academy level
38	Parent, Community and Stakeholder Relationships	Approve a complaints policy & procedures	Informed of complaints at academy level
39	Human Resources & Recruitment	Appoint Headteachers (or Academy Heads of School) and Deputy Heads	Informed of recruitment progress and appointments made
40	Human Resources & Recruitment	Approve a sustainable Trust staffing structure and a benchmarked pay range for all posts	Informed of school staffing structure
41	Financial Management & Trust Growth	Develop & approve annual budget and three-year outturn	Informed on development of academy level budget
42	Financial Management & Trust Growth	Produce monthly management accounts in line with Academies Financial Handbook requirements	Informed of actual spend vs budget
43	Financial Management & Trust Growth	Maintain risk register in line with Academies Financial Handbook requirements	Informed of academy level risks
44	Premises, Health & Safety	Develop Trust estate strategy	Informed of estate plans at academy level
45	Premises, Health & Safety	Approve significant new building projects	Informed of new building projects at academy level
46	Premises, Health & Safety	Procure new buildings in line with procedures & regulations	Informed of progress on building projects at academy level
47	Premises, Health & Safety	Set Health & Safety Policy	Informed of H&S Policy and any amendments
48	Premises, Health & Safety	Respond to Health & Safety incidents across Trust	Informed of significant Health & Safety incidents at academy level
49	Premises, Health & Safety	Review risk assessments inc. those relating to Covid-19	Informed of Covid-19 risk assessments
50	Governance, Strategy, Vision and Values	Set Trust vision, culture, values, and strategy	
51	Governance, Strategy, Vision and Values	Set Trust strategic plan	
52	Governance, Strategy, Vision and Values	Governance structure for the trust: establish and review annually	
53	Governance, Strategy, Vision and Values	Committee terms of reference and scheme of delegation: agree annually	
54	Governance, Strategy, Vision and Values	Board committee chairs: appoint and remove	
55	Governance, Strategy, Vision and Values	Ensure adequate competencies are available within Trustees and sub-committee members	
56	Governance, Strategy, Vision and Values	Co-opt or Remove Co-opted Trustees	



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Sn	Group	Area of Responsibility	AAG
57	Governance, Strategy, Vision and Values	Establishing and appointing Board committees (SEG & RES/Audit)	
58	Governance, Strategy, Vision and Values	Agree annual schedule of governance business	
59	Governance, Strategy, Vision and Values	Establishing AAGs	
60	Governance, Strategy, Vision and Values	Governance Professional: appoint and remove	
61	Governance, Strategy, Vision and Values	Setting admissions policies	
62	Safeguarding and Inclusion	Nominating SEND Lead Trustee	
63	Parent, Community and Stakeholder Relationships	Manage relationships with central government	
64	Human Resources & Recruitment	Approve the remuneration, terms and conditions of employees to reflect the Trust's vision, ethos and strategy	
65	Human Resources & Recruitment	Approve the Trust's performance management and pay policies annually	
66	Human Resources & Recruitment	Setting approach to staff appointment and dismissal, with regard to statutory requirements	
67	Human Resources & Recruitment	Monitor / evaluate the development of a Business Plan for any significant restructures and associated costs	
68	Human Resources & Recruitment	Approve, within the agreed budget and ESFA delegated authorities any individual voluntary or statutory redundancy and other payments	
69	Human Resources & Recruitment	Monitor / evaluate the extent to which implementation of the Trust's approach to pay and benefits supports recruitment and retention	
70	Human Resources & Recruitment	Demonstrate independent and objective scrutiny and rigour in the challenge of pay progression proposals in line with the Trust's policy and procedures	
71	Financial Management & Trust Growth	Ensuring finance skills on Board	
72	Financial Management & Trust Growth	Set vision & targets for the Trust growth	
73	Financial Management & Trust Growth	Appointing senior executive leader as accounting officer	
74	Financial Management & Trust Growth	Appointing Chief Financial Officer (CFO)	
75	Financial Management & Trust Growth	Setting delegated authority limits for financial transactions	
76	Financial Management & Trust Growth	Establishing controls framework including internal audit	

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Sn	Group	Area of Responsibility	AAG
77	Financial Management & Trust Growth	Undertake three-stage due diligence review process on potential schools joining Trust	
78	Financial Management & Trust Growth	Approve new schools joining Trust	
79	Financial Management & Trust Growth	Appointing external auditor	
80	Financial Management & Trust Growth	Delivering annual report & accounts, with regard to accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House	
81	Financial Management & Trust Growth	Manage procurement exercises in line with compliance requirements	
82	Financial Management & Trust Growth	Developing finance policies (charging and remission, procurement)	
83	Financial Management & Trust Growth	Managing conflicts of interest and related party transactions	
84	Financial Management & Trust Growth	Ensuring compliance with ESFA requirements	
85	Financial Management & Trust Growth	Ensuring adequate insurance cover is in place	
86	Financial Management & Trust Growth	Manage cash position inc. reporting on cashflow & internal 'loans'	
87	Premises, Health & Safety	Maintain buildings, inc. properly funded maintenance programme	
88	Premises, Health & Safety	Appoint person in charge of First Aid and ensure pupils' medical needs are met	