Strong governance.
Clear roles.
Shared responsibility.

BRIGHTFIELD ACADEMY

Inclusion. Choice. Growth.

GOVERNANCE FRAMEWORK *and* TERMS OF REFERENCE

Setting out the structure, roles and responsibilities that ensure effective leadership, accountability and the highest standards of governance at **Brightfield Academy.**

ACCOUNTABLE
We take responsibility

COLLABORATIVE
We work together

STRATEGIC
We plan for the future

TRANSPARENT
We are open and honest

IMPACTFUL
We drive positive change

DOCUMENT VERSION	LAST UPDATED	NEXT REVIEW DATE
1.0	JULY 2026	JULY 2027

INCLUSION | CHOICE | GROWTH

Governance Framework & Terms of Reference

BRIGHTFIELD ACADEMY
GOVERNANCE FRAMEWORK & TERMS OF REFERENCE
Organisation: Brightfield Academy Ltd
Provision: Alternative Education Provision
Location: Shucklow Centre, Little Horwood, Buckinghamshire
Operational Area: Milton Keynes, Buckinghamshire and surrounding areas
Last Update: July 2026

1. Purpose of this Document

This Governance Framework and Terms of Reference sets out the governance, leadership, accountability and decision-making arrangements of Brightfield Academy Ltd ("Brightfield Academy").

It provides a framework through which Brightfield Academy ensures that the organisation is managed safely, effectively, ethically and transparently, with the welfare and best interests of children and young people at the centre of its work.

This document should be read alongside the Articles of Association of Brightfield Academy Ltd and the organisation's policies and procedures.

Where there is any conflict between this document and the company's Articles of Association or applicable company law, the Articles of Association and relevant legislation shall take precedence.

2. About Brightfield Academy

Brightfield Academy is an alternative education provision supporting children and young people who may require an educational pathway outside, or alongside, mainstream education.

Brightfield's provision is designed to respond to the individual needs, strengths and circumstances of each learner and may support children and young people experiencing or presenting with:

Special Educational Needs and Disabilities (SEND)
Social, Emotional and Mental Health (SEMH) needs
Emotionally Based School Avoidance (EBSA)
Barriers to engagement with mainstream education
Education Otherwise Than At School (EOTAS) arrangements
Home education
Other circumstances requiring a flexible or personalised educational approach

Brightfield Academy's approach is built around three interconnected strands:

Education

Personalised learning, academic development, functional skills, vocational pathways and preparation for future education, employment or training.

Welfare and Nurture
A safe, supportive environment in which learners can develop confidence, relationships, resilience, independence and emotional wellbeing.
Enrichment
Opportunities including creative arts, sports, outdoor learning, life skills, animal care, enterprise, practical learning and other activities designed to broaden experience and encourage engagement.
Brightfield Academy's guiding principles are:
Inclusion. Choice. Growth.

3. Organisational Purpose
Brightfield Academy exists to provide safe, inclusive and personalised educational opportunities for children and young people whose needs may not be fully met through conventional educational pathways.
The organisation aims to:
Provide a safe and welcoming environment for all learners.
Safeguard and promote the welfare of children and young people.
Provide meaningful and personalised educational experiences.
Remove or reduce barriers to learning and participation.
Support learners to develop confidence, independence and resilience.
Promote equality, diversity and inclusion.
Listen to and respect the voice of children and young people.
Work collaboratively with parents, carers, schools, local authorities and other professionals.
Support positive progression into education, training, employment or other appropriate destinations.
Maintain high standards of professional conduct, safeguarding and organisational accountability.
Continually evaluate and improve the quality and impact of the provision.

4. Legal and Organisational Status
Brightfield Academy operates through Brightfield Academy Ltd, a company incorporated and registered in England and Wales.
The company is governed legally by:
The Companies Act 2006
Its Articles of Association
Other legislation and statutory requirements applicable to its activities
This Governance Framework supplements the company's Articles of Association by describing the operational governance and accountability arrangements specifically applicable to Brightfield Academy.
The Directors of Brightfield Academy Ltd retain ultimate legal responsibility for the governance and management of the organisation.

5. Governance Principles
Brightfield Academy is committed to governance that is:
Accountable
Clear lines of responsibility are maintained throughout the organisation.
Transparent
Decisions affecting the organisation and its learners are appropriately recorded and capable of scrutiny.

Child-centred
The safety, welfare, dignity and best interests of children and young people are central to organisational decision-making.
Inclusive
The organisation values diversity and seeks to remove barriers to participation.
Ethical
Those involved in the governance and operation of Brightfield Academy are expected to act with integrity, honesty and professionalism.
Proportionate
Governance arrangements reflect the size, nature and development of the organisation while maintaining appropriate oversight and accountability.
Improvement-focused
The organisation actively reviews its performance, learns from experience and seeks opportunities to strengthen its provision.

6. Governance Structure

Governance and accountability within Brightfield Academy operate through the following structure:

6.1 Company Directors

The Directors of Brightfield Academy Ltd have ultimate responsibility for the legal, financial and strategic governance of the company.
Their responsibilities include:
Ensuring compliance with company law.
Maintaining appropriate financial oversight.
Approving significant organisational decisions.
Ensuring appropriate insurance arrangements are maintained.
Ensuring the organisation operates within its stated purpose.
Overseeing organisational risk.
Ensuring appropriate safeguarding governance arrangements are in place.
Ensuring appropriate policies and procedures are established and reviewed.
Maintaining oversight of the quality and sustainability of the provision.
Directors must exercise their responsibilities in accordance with their statutory duties under the Companies Act 2006.

6.2 Academy Leadership

Day-to-day responsibility for the operation of Brightfield Academy is delegated to the Academy's leadership and management team.
Operational leadership responsibilities include:
Day-to-day management of the provision.
Implementation of organisational policies.
Staff deployment and supervision.
Learner safety and welfare.
Quality assurance.
Health and safety.
Safeguarding practice.
Relationships with families, commissioners, schools and external professionals.
Monitoring learner engagement, attendance and progress.

Maintaining appropriate records.
Escalating significant concerns to the Directors where appropriate.
Delegation of operational responsibilities does not remove the Directors' ultimate governance responsibilities.

7. Safeguarding Governance

Safeguarding is a core governance responsibility of Brightfield Academy.
The organisation maintains safeguarding arrangements designed to ensure that concerns about the safety or welfare of children and young people are recognised, reported, recorded and responded to appropriately.
Brightfield Academy will appoint a suitably trained **Designated Safeguarding Lead (DSL)** and, where appropriate, one or more **Deputy Designated Safeguarding Leads (DDSLs)**.
The DSL has operational responsibility for safeguarding practice, including:
Responding to safeguarding concerns.
Ensuring appropriate referrals are made.
Liaising with statutory agencies and other professionals.
Maintaining appropriate safeguarding records.
Providing advice and support to staff.
Monitoring safeguarding practice.
Supporting safeguarding training and awareness.
Escalating significant safeguarding matters appropriately.
Safeguarding governance oversight remains with the organisation's senior leadership and Directors.
The DSL must have appropriate access to senior decision-makers and must be able to raise concerns without obstruction.
Where a safeguarding concern relates to a senior leader, Director or other person in a position of authority, the organisation's Managing Allegations and Low-Level Concerns procedures will apply, including referral to external agencies or the Local Authority Designated Officer (LADO) where required.
Brightfield Academy maintains a suite of safeguarding policies and procedures, including its Safeguarding and Child Protection Policy and procedures relating to allegations, low-level concerns and safer recruitment.

8. Safer Recruitment and Workforce Governance

Brightfield Academy is committed to safer recruitment and appropriate workforce checks.
The organisation will maintain recruitment and vetting arrangements appropriate to the roles undertaken by staff, volunteers, contractors and other individuals who may have contact with children and young people.
These arrangements include, where applicable:
Enhanced Disclosure and Barring Service (DBS) checks.
Barred List checks where legally required.
Identity verification.
Right to work checks.
Employment history and appropriate references.
Qualification checks where relevant.
Consideration of suitability to work with children.
Appropriate induction and safeguarding training.
Maintenance of a Single Central Record or equivalent central record of recruitment and vetting checks.
Recruitment decisions must prioritise the safety and welfare of children and young people.

9. Foundation Advisory Board

Brightfield Academy has established a **Foundation Advisory Board** to provide additional experience, professional insight, challenge and support to the organisation.

The purpose of the F.A.B. is to strengthen organisational development by bringing together individuals with relevant knowledge, skills, professional experience or community perspectives.

The F.A.B. may provide advice in areas including:

Education and curriculum.
SEND and inclusion.
Safeguarding.
SEMH and learner wellbeing.
Health and safety.
Community engagement.
Business development.
Finance and sustainability.
Careers, employment and vocational pathways.
Quality assurance and organisational improvement.

The F.A.B. is an **advisory body** unless specific authority is formally delegated to it by the Directors.

Membership of the F.A.B. does not, in itself, make an individual a Director of Brightfield Academy Ltd or give that individual authority to legally bind the company.

The Directors retain ultimate legal and governance responsibility for the organisation.

Members of the F.A.B. are expected to:
Act in the best interests of Brightfield Academy and its learners.
Respect confidentiality.
Declare actual or potential conflicts of interest.
Promote safeguarding and the welfare of children and young people.
Provide constructive challenge and professional advice.
Support the organisation's commitment to equality, diversity and inclusion.
Maintain appropriate professional boundaries.

10. Meetings and Decision-Making

Governance and leadership meetings will take place at a frequency proportionate to the needs and development of the organisation.

Meetings may consider:
Safeguarding.
Learner welfare.
Quality of provision.
Staffing and workforce matters.
Health and safety.
Risk management.
Finance.
Compliance.
Complaints and significant incidents.
Organisational development.

Strategic priorities.
Significant governance decisions should be appropriately recorded.
Where urgent decisions are required to protect the safety or welfare of a child or young person, safeguarding considerations will take priority and action should not be unnecessarily delayed pending a scheduled governance meeting.

11. Conflicts of Interest
Directors, senior leaders and members of any advisory or governance group must declare any actual, potential or perceived conflict of interest that may affect their ability to participate impartially in a decision.
Where appropriate, the individual may be required to:
Withdraw from relevant discussions.
Abstain from decision-making.
Provide relevant information while taking no part in the final decision.
Significant conflicts and the action taken to manage them should be appropriately recorded.

12. Financial Governance
Brightfield Academy will maintain appropriate systems of financial management and oversight.
These arrangements include:
Appropriate banking arrangements.
Accurate financial records.
Monitoring of income and expenditure.
Appropriate authorisation of significant expenditure.
Compliance with relevant taxation and company reporting requirements.
Appropriate insurance.
Management of financial risk.
Appropriate separation of personal and company finances.
The Directors retain ultimate responsibility for the financial governance of Brightfield Academy Ltd.

13. Risk Management
Brightfield Academy will identify and manage risks that may affect:
Children and young people.
Staff and volunteers.
Safeguarding.
Health and safety.
Premises and activities.
Data and information.
Financial sustainability.
Business continuity.
Organisational reputation.
Significant risks will be escalated to senior leadership and/or Directors as appropriate.
Risk management arrangements will be reviewed periodically and following significant incidents or organisational changes.

14. Health and Safety
Brightfield Academy is committed to providing, so far as reasonably practicable, a safe environment for learners, staff, visitors and others affected by its activities.
The organisation maintains appropriate health and safety arrangements, including:
Risk assessments.
Accident and incident reporting.
Fire safety arrangements.
First aid provision.
Premises safety.
Activity-specific risk management.
Emergency procedures.
Business continuity arrangements.
Responsibilities are defined within the organisation's Health and Safety Policy and associated procedures.

15. Equality, Diversity and Inclusion
Brightfield Academy is committed to promoting equality, respecting diversity and creating an inclusive environment.
The organisation will not tolerate unlawful discrimination, harassment or victimisation.
Governance and operational decisions will seek to ensure that learners are treated fairly and that reasonable steps are taken to identify and remove barriers to participation.
The organisation recognises that individual learners may require different approaches or adjustments in order to access meaningful and equitable opportunities.

16. Learner Voice
Brightfield Academy recognises children and young people as important participants in decisions affecting their experience.
Learners will be provided with appropriate opportunities to:
Express their views.
Contribute to their learning and support plans.
Provide feedback about the provision.
Raise concerns or complaints.
Contribute to organisational improvement where appropriate.
The methods used to gather learner voice will be appropriate to each learner's age, communication needs and individual circumstances.

17. Parent, Carer and Professional Engagement
Brightfield Academy seeks to maintain constructive relationships with parents, carers, schools, commissioners, local authorities and other professionals involved in supporting learners.
Feedback may be gathered through:
Meetings.
Reviews.

Questionnaires.
Informal communication.
Complaints and compliments.
Referral and commissioning feedback.
Feedback will contribute to the organisation's quality assurance and improvement processes.

18. Quality Assurance and Continuous Improvement
Brightfield Academy maintains a Quality Assurance Framework designed to monitor the safety, quality and effectiveness of its provision.
Quality assurance activities may include:
Learning walks.
Observations.
Monitoring learner progress.
Attendance monitoring.
Safeguarding audits.
Single Central Record checks.
Health and safety reviews.
Staff supervision.
Learner voice.
Parent and carer feedback.
Referrer and commissioner feedback.
Destination tracking.
Quality Improvement Planning.
Organisational self-evaluation.
Findings from quality assurance activities will be used to identify strengths, areas for development and priorities for improvement.

19. Policies and Procedures
Brightfield Academy maintains policies and procedures appropriate to the nature of its work.
These include, but are not limited to:
Safeguarding and Child Protection.
Managing Allegations and Low-Level Concerns.
Safer Recruitment.
Health and Safety.
Accident, Incident and Near Miss Reporting.
Behaviour Management.
Equality, Diversity and Inclusion.
Data Protection and Privacy.
Confidentiality.
Complaints and Compliments.
Staff Induction.
Social Media and Online Communications.
Quality Assurance.
Business Continuity.
Policies are reviewed periodically and updated in response to changes in legislation, statutory guidance, organisational practice or identified learning.

20. Confidentiality and Data Protection
Those involved in the governance and operation of Brightfield Academy are expected to maintain appropriate confidentiality.
Information relating to children, families, staff and organisational matters will be handled in accordance with applicable data protection legislation and Brightfield Academy's policies.
Confidentiality will not prevent information from being shared where this is necessary to safeguard a child or young person or where disclosure is otherwise required or permitted by law.

21. Complaints, Concerns and Whistleblowing

Brightfield Academy is committed to creating an organisational culture in which concerns can be raised safely and appropriately.

Children, young people, parents, carers, staff and other stakeholders will have access to appropriate routes for raising concerns or complaints.

Staff and others working with the organisation are expected to raise concerns about unsafe, inappropriate or unlawful practice.

No individual should be disadvantaged for raising a genuine safeguarding or whistleblowing concern in good faith.

Concerns relating to safeguarding will be managed through safeguarding procedures rather than being treated solely as complaints.

22. Review of Governance

The governance arrangements of Brightfield Academy will be reviewed periodically and when significant organisational changes occur.

The review may consider:

Whether governance arrangements remain appropriate.

Whether responsibilities are clearly understood.

Safeguarding effectiveness.

Organisational risks.

Quality assurance findings.

Feedback from learners and stakeholders.

Changes in legislation or statutory guidance.

The development and growth of the organisation.

This Terms of Reference document will be reviewed at least annually, or sooner where significant changes make this necessary.

23. Accountability

Ultimate accountability for the governance of Brightfield Academy Ltd rests with its Directors.

Operational responsibilities may be delegated to appropriately skilled members of the leadership team, staff or other designated individuals.

Delegation does not remove the responsibility of Directors to maintain appropriate oversight of the organisation.

Safeguarding is a shared responsibility across the organisation, with specific operational leadership provided by the Designated Safeguarding Lead.

Every individual working for or on behalf of Brightfield Academy has a responsibility to act where they believe a child or young person may be at risk of harm.

24. Approval
This Governance Framework and Terms of Reference has been adopted by Brightfield Academy Ltd as part of the organisation's governance and accountability arrangements.
It should be read alongside the company's Articles of Association and Brightfield Academy's policies and procedures.

Approved by: Nik Larcombe/ Kathy Larcombe
Position: Directors
Signatures:

N. Larcombe K Larcombe

Date: July 2026
Next Review Date: July 2027, or following change in legislation or operational procedure

Brightfield Academy
Inclusion. Choice. Growth.

Last Update: July 2026