



# Uffculme Academy Trust Terms of Reference 2017-18

## Board of Directors

### TERMS OF REFERENCE

*In the text below all references to the Trust refer to Uffculme Academy Trust*

#### 1. Purpose

The overall purpose of the Main Board is:

- a. To determine the vision for the Trust and ensure that it's achievement underpins all strategic planning and decision making.
- b. To develop the values of the Trust and ensure that they underpin all decision making.
- c. To develop, agree, implement and monitor all the Trust's strategies and policies for the achievement of the vision.
- d. To develop, review and take ownership of the Trust's strategic and financial plan and monitor its implementation.
- e. To ensure that the Trust keeps within legal obligations and complies with all necessary constitutional and regulatory requirements.
- f. To ensure that the Trust remains solvent through effective financial planning, performance monitoring and risk management.
- g. To ensure that all academies within the Trust attain high standards and demonstrate at least good progress against national indicators.
- h. To agree and oversee the implementation of a strategy for the development of the Trust.
- i. To maintain overall control and consistency of approach across the Trust and its academies through:
  - strong governance arrangements

- clear and appropriate levels of delegated authority
- unified frameworks for strategic planning, risk management, policy making and performance review

## **2. Membership**

- a. Without compromising its capacity to ensure that it has the necessary skills, knowledge and experience amongst the board's membership, the Trust aims to have a board of between 9 and 11 Directors for optimum effectiveness in debate and decision making.
- b. The parameters for board composition are set by the Articles of Association.
- c. The lead member of staff for the Main Board will be the Executive Head teacher but other members of Senior Leadership Team will be in attendance unless otherwise directed by the Chair of Directors.

## **3. Frequency of meetings**

- a. There shall be at least three meetings in every school year. The Trust will usually hold six (half termly) meetings of the Main Board a year.
- b. Additional ad hoc meetings may be arranged to deal with identified significant issues.

## **4. Quorum and Voting**

- a. The quorum shall be any three Directors, or, where greater, any one third (rounded up to a whole number) of the total number of Directors holding office at the date of the meeting.
- b. If the number of Directors falls below the required quorum (i.e. three Directors), the remaining Directors may act only for the purpose of filling vacancies or for calling a general meeting of the Trust Members.
- c. For the following specific matters the quorum shall be any two thirds (rounded up to a whole number) of the total number of Directors entitled to vote on: appointing a parent director; voting to remove a Director; or voting to remove the Chair of the Directors.
- d. Every matter which requires a decision at a meeting of the Directors shall be determined by a majority of the votes of the Directors present and voting on the question. Every Director shall have one vote.

## **5. Core Functions**

### **5.1 Governance**

- a. Electing a Chair of Directors (who shall be independent of the local governing bodies) and a Vice Chair of Directors for terms of office of 2 years. This may be extended for a period of no longer than 4 years.

- b. Approving any changes to governance structures including the size and composition of the Main Board, local governing bodies and other committees.
- c. Ensuring adequate succession planning for all Directors, governors and other committee members within the Trust and in particular the Chair of Directors.
- d. Ensuring that the Main Board has the skills, knowledge and experience amongst the collective membership to fulfil its role and responsibilities.
- e. Establishing and delegating authority to a local governing body for each academy; agreeing its terms of reference; and, where necessary, appointing governors to its membership including post holders for all positions of office.
- f. Establishing and delegating to properly constituted committees; agreeing their terms of reference and appointing their memberships, including post holders for all positions of office.
- g. Establishing and delegating to panels or time limited working groups; agreeing their terms of reference; appointing their memberships and chairs.
- h. Carrying out an annual review of the membership of the Main Board, local governing bodies, other committees, panels and working groups; and a review of all positions of office.
- i. Reviewing annually the terms of reference of the Main Board, local governing bodies and other committees and the scheme of delegation to Senior Leadership.

## **5.2 Strategic Planning**

- a. Agreeing the Trust's strategic and financial plan and keeping it under review; ensuring that the Trust (including all academies) is working towards achieving the vision and delivering against strategic objectives, targets and key performance indicators.

## **5.3 Finance**

To receive reports and recommendations from the Finance, Premises and Risk Committee and to:

- a. Set the standards for the delivery of all financial and business support services across the Trust and keeping them under review.
- b. Oversee the delegated responsibilities of the Finance, Premises and Risk Committee
- c. Recommend the scheme of delegation of day to day financial management of the Trust and all academies within it.
- d. Approve annually, and keep under review, the Trust's and individual academies' financial plans and budgets including the three year forecast.

- e. Approve the Trust's annual report and financial accounts after scrutiny by the Finance, Premises and Risk Committee and prior to presentation to the Trust's Members at the AGM.

#### **5.4 Performance Review**

- a. Establishing a framework for reviewing the performance of the Trust through key indicators and annually setting targets in all areas.
- b. Carrying out regular reviews of performance in line with agreed objectives, targets and indicators.

#### **5.5 Education Provision and Service Delivery**

- a. Setting the standards for the delivery of a high quality of education provision and services for students and keeping them under review.
- b. Establishing a framework for the review and continuous improvement of education provision and services across the Trust which involves students, staff, parents/carers and external challenge as appropriate.
- c. Monitoring the implementation of development/improvement plans against agreed strategic objectives, moving the Trust towards achieving excellence in all areas.
- d. Brokering school improvement services to Trust academies.
- e. Determining the admissions policies for Trust academies.
- f. Determining session lengths and term dates for Trust academies.

#### **5.6 Asset Management**

- a. Agreeing the Trust's strategy for the management of all assets, ensuring the provision of good quality learning resources for students, maintaining the value of assets and ensuring continuing availability for future student cohorts.
- b. Agreeing the Trust's annual capital investment programme, ensuring it is in line with the asset management strategy and that it is within the parameters of the strategic plan.
- c. Ensuring that the Trust's assets are protected by the maintenance of adequate insurance cover or risk protection arrangements.

#### **5.7 Procurement and Value for Money**

- a. Agreeing the Trust's strategies for procurement and value for money

- b. Overseeing the delegated responsibilities of the Finance, Premises and Risk Committee.

## **5.8 Communications and Stakeholder Engagement**

- a. Agreeing the Trust's communication strategy, covering both public relations and internal staff communications
- b. Agreeing and promoting the Trust's strategy for engaging and involving stakeholders ensuring that it sufficiently addresses a diverse cross section of stakeholder groups to enable strategies, policies and standards to be set, and decisions to be made, which properly take into account their views.

## **5.9 Human Resources and Remuneration**

To receive reports and recommendations from the Personnel Committee and:

- a. Agree the Trust's strategies for employment and organisational development;
- b. Agree the staffing structure and establishment for the Trust including all academies and agreeing changes which are outside budget or may result in redundancies;
- c. Agree a process for the selection and appointment of the Executive Head teacher and other members of Senior Leadership;
- d. Delegate such powers to the Senior Leadership as a whole and to individual members of the team to enable the day-to-day running of the Trust and its academies;
- e. Keep the Trust's pension arrangements under review;
- f. Oversee the establishment of formal and informal arrangements for negotiation and consultation with staff and trade unions;
- g. Establish performance management/review schemes for staff to reflect the operational needs of the Trust and its academies;
- h. Oversee a process for the regular appraisal of performance and effectiveness of the Executive Head teacher and other members of the Senior Leadership;
- i. Agree a strategy on diversity and inclusion and ensuring that the Main Board demonstrates leadership in all matters relating to diversity and inclusion in terms of its workforce and service delivery;
- j. Establish and keep under review a job evaluation scheme;
- k. Agree the Trust's remuneration strategy and policy within the context of national and local agreements, contractual arrangements and TUPE; recognising the need to recruit and retain high calibre teaching and support staff to deliver the Trust's vision;

- l. Agree the annual pay review for staff; taking into account agreed strategy and policy, local and national circumstances and taking professional advice as required;
- m. Agree the remuneration of the Executive Head teacher and other members of the Senior Leadership, taking into account contractual terms and market circumstances, and taking professional advice as required;
- n. Agree the form and content of contracts for the Executive Head teacher and other members of Senior Leadership; and
- o. Agree terms and conditions of service for staff.

### **5.10 Audit and Risk**

To receive reports and recommendations from the Finance, Premises and Risk Committee and recommend the appointment or removal of external auditors to the Trust Members at the AGM.

### **5.12 Growth**

- a. Agreeing the Trust's growth strategy including its approach to new joiners, diversification and other partnerships.
- b. Setting out the parameters within which the Executive Head teacher and other staff may engage with other organisations and individuals in furtherance of the growth strategy.
- c. Considering any matters which are outside the growth strategy but which may contribute to the longer term sustainability and viability of the Trust.

### **5.13 Compliance**

- a. Monitoring the performance of the Trust, including all its academies, ensuring compliance with all legal and regulatory requirements.
- b. Ensuring the Trust's affairs are conducted within the law and the constitution and in accordance with generally accepted standards of performance and probity.
- c. Considering and agreeing the contents of statutory and regulatory returns to the Department for Education, Education Funding Agency, Companies House and if required to the Charity Commission.
- d. Reviewing compliance against any recognised best practice standards and codes of practice.
- e. Considering and responding as appropriate to Ofsted's regulatory judgement and reporting.

### **5.14 Contracts**

- a. Approving any major capital programmes and projects
- b. Approving contracts which are material, strategically or by reason of size such as loan agreements, acquisition or disposal of fixed assets over £10,000 other than where expressly delegated in line with approved policies, projects or programmes.
- c. Approving any major investments other than those agreed as part of Finance Policy and Procedures.

### **5.15 Information Systems**

- a. Agreeing the Trust's strategy for information systems and technology.
- b. Agreeing any capital investments in IT ensuring that there is a robust business case which demonstrates value for money and a clear project management structure.
- c. Reviewing the Trust's business continuity plan and disaster recovery arrangements.

### **5.16 Health and Safety**

To receive reports and recommendations from the Finance, Premises and Risk Committee and agree the Trust's statutory health and safety policy.

### **5.17 General**

- a. Compromising, settling, conducting, enforcing or resisting either in a court of law or by arbitration any suit, debt, liability or claim by or against the Trust which are material, by reason of value or impact on the reputation of the Trust or any of its academies.
- b. Agreeing the Trust's strategies for the environment and sustainability.
- c. Approving all policies unless expressly delegated to a local governing body or other committee or expressly delegated to individual or groups of Directors, governors, other committee members or senior staff to make minor amendments.

# Uffculme Academy Trust

## Finance, Premises & Risk Committee

### TERMS OF REFERENCE

*In the text below all references to the Trust refer to Uffculme Academy Trust*

#### 1. Purpose

The overall purpose of the Finance, Premises & Risk Committee is:

- a. To exercise the powers and duties delegated to it by the Board of Directors in respect of the financial administration of the Trust, except for those items specifically reserved for the Main Board and those delegated to the Executive Head teacher and other staff
- b. To monitor and assess internal controls to ensure that the Trust as a whole is operating at appropriate levels of risk.
- c. To take responsibility for external and internal audit matters, oversee the work programme and performance quality of the internal and external audit services.
- d. To support the Main Board in ensuring that a framework is established and maintained for the identification and management of risk
- e. To ensure that the Trust is meeting its statutory obligations concerning health and safety
- f. To provide support and guidance for the academies' Senior Leadership Teams on all matters relating to school premises, grounds, physical resources, security.
- g. To set the standards for the delivery of all financial and business support services across the Trust and keeping them under review.
- h. To recommend the scheme of delegation of day to day financial management of the Trust and all academies within it.
- i. To consider and make recommendations to the Main Board on compliance with all regulatory and other financial reporting requirements.
- j. To monitor the Trust's performance against budget and alerting the Main Board to any significant variances.
- k. To review the Trust's Finance Policy and Procedures against the background of the Academies Financial Handbook.
- l. To maintain the stability of the Trust's financial position by monitoring the cash flow and ensuring the effectiveness of financial controls.

- m. To review the Trust's investment policy and make recommendations to the Board to maximise returns whilst minimising risk
- n. To agree procurement policies in relation to pre-tender, tender, and post tender processes.
- o. To monitor compliance in relation to procurement and measure the effectiveness of procurement processes and other efficiency measures in delivering value for money.

## **2. Membership**

- a. The Finance, Premises & Risk Committee will comprise a minimum of four committee members, including a majority who are Directors.
- b. The chair of the Finance, Premises & Risk Committee will be a Board Director but will not be the Chair of the Board, any other Committee chair, or the Executive Head teacher. The Main Board will appoint a vice chair of the Committee.
- c. The Committee will be supported by the Business Manager as the lead member of staff.
- d. The Committee may meet with the internal or external auditors without the presence of members of the Senior Leadership Teams.

## **3. Frequency of meetings**

- a. There will be three standing meetings a year scheduled to enable recommendations to be referred to the Main Board and/or Local Governing bodies with minimum delay.
- b. Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.

## **4. Quorum and Voting**

- a. The quorum shall be three Committee members.
- a. Every matter which requires a decision at a Committee meeting shall be determined by a majority of the votes of the Committee members present and voting on the question. Every Committee member shall have one vote.
- b. The Committee may not make any decision unless those present at the meeting includes a majority of Directors

## **5. Core Functions**

### **5.1 General**

- a. Agreeing all audit, fraud, and risk management policies and keeping them under review.
- b. Investigating any activity within its terms of reference and if necessary obtaining external legal or other independent professional advice (being authorised to request the financial resources to do so) and having access to and the cooperation of staff, and access to any documents or files, to enable it to properly conduct its business
- c. Agree policies and make decisions on all matters that might create significant financial or other risk to the Trust or which raise material issues of principle
- d. Establish and overseeing a framework of delegation and systems of control including internal and external audit systems and procedures;
- e. Ensure that the system of internal controls is regularly reviewed.

## **5.2 Financial Control**

- a. Ensuring that all policies and procedures comprehensively cover all necessary controls to permit the Trust to be managed efficiently and effectively at an appropriate level of risk.
- b. Ensuring, and reporting to the Main Board, that there is a sufficient, systematic review of internal control arrangements of the Trust including individual academies, both operational (relating to effectiveness, efficiency and economy) and of financial reporting controls to ensure probity and to employ reasonable measures to prevent errors.
- c. Reviewing the annual Trust's budget prior to the start of each financial year and recommending its acceptance, or otherwise to the Main Board.
- d. Reviewing the Management Accounts at every meeting, taking appropriate action to contain expenditure within the budget and report to the Main Board.
- e. Reviewing the virement of sums over £20,000 between cost centres as approved and authorised by the Executive Head teacher and Finance Director.
- f. Reporting to the Main Board all significant financial matters and any actual or potential overspending.
- g. To recommend the level of delegation to the Executive Head teacher for the day-to-day financial management of the Trust.

## **5.3 External Audit**

- a. Agreeing the external audit plan each year and advising the Main Board on the performance of the external auditors.

- b. Overseeing a regular process of review and renewal of the external audit contract; establishing a process of tendering for the service and recommending a suitable appointment to the Main Board.
- c. Recommending to the Main Board the fee to be paid to the external auditor.
- d. Advising the Main Board on its recommendation of the appointment of external auditors to be made to the Trust Members at the AGM.
- e. Reviewing the audited annual financial statements before recommendation to the Main Board for approval and presentation to the Trust Members at the AGM.

#### **5.4 Internal Audit**

- a. Ensuring that the Trust has appropriate internal audit arrangements and approving the scope and/or limitations of such arrangements.
- b. Overseeing a regular process of review and renewal of the internal audit contract; establishing a process of tendering for the service, and recommending a suitable appointment to the Main Board.
- c. Annually assessing the risks to the Trust and subsequently reviewing and agreeing the three year plan and annual programme of internal audit work.
- d. Receiving internal audit reports and management action plans and monitoring the ongoing completion of actions at each meeting ensuring that they are addressed in line with the committee's agreed priorities.
- e. Regularly appraising the effectiveness of the approach, nature and scope of internal audit activities and compliance with professional standards, good practice guidance and performance indicators.

#### **5.5 Fraud**

- a. Receiving reports from Senior Leadership on all cases of fraud, attempted fraud or other irregularities, including any whistle blowing and to consider whether appropriate action has been taken and that internal controls are satisfactory.
- b. Ensuring that a fraud register is maintained and reviewed.
- c. Notifying the Main Board (and the relevant Local Governing Body if appropriate) of any material incidence of fraudulent activity of which the committee becomes aware.
- d. Notifying the Education Funding Agency (EFA) of any incidence of fraudulent activity, in line with regulatory guidance.
- e. Reviewing the Trust's systems and controls for the prevention of bribery and money-laundering and receive and consider reports on non-compliance.

## **5.6 Risk Management**

- a. Developing and recommending to the Board the Trust's strategy for risk management.
- b. Agreeing a framework for the production of the Trust's Risk Register, ensuring that key risks are identified and monitored, that appropriate controls are in place, and action is being taken to offset or manage them.
- c. Advising the Main Board where action is required to avoid adversely affecting the ability of the Trust to deliver its strategic objectives or ensure regulatory compliance.
- d. Ensuring that appropriate disaster recovery and contingency plans are in place and tested regularly.
- e. Ensuring that the Trust's assets are protected including the maintenance of adequate insurance cover or Risk Protection Arrangements; reviewing insurance claims history and making appropriate recommendations to the board.

## **5.7 Premises & Resources**

- a. To provide support and guidance for the academies Senior Leadership Teams on all matters relating to school premises, grounds, physical resources, security.
- b. To approve the costs and arrangements for maintenance, repairs and re-decoration within the budget allocation.
- c. To oversee the preparation and implementation of contracts.

## **5.8 Health and Safety**

- a. Developing and recommending to the Main Board, the Trust's strategy for health and safety and its statutory health and safety policy.
- b. Ensuring that the Trust is meeting its statutory obligations concerning health and safety.
- c. Nominate a member of the committee to be the health and safety champion for the Trust who will play an active advisory role to support Senior Leadership Teams and appropriate academies' and Trust staff in discharging their health and safety responsibilities.

# Uffculme Academy Trust

## Personnel Committee

*In the text below all references to the Trust refer to Uffculme Academy Trust*

### TERMS OF REFERENCE

#### 1. Purpose

The overall purpose of the Personnel committee is:

- a. To develop a strategy for the employment of staff and all strategic issues relating to staff salary and benefit packages.
- b. To consider issues relating to the contracts of employment for the Executive Head teacher and other members of Senior Leadership including the review of salary and benefits and appraisal of the Executive Leadership Team.
- c. To ensure that each academy has an appropriately constituted pay committee
- d. To ensure that all policies relating to contracts of employment are reviewed regularly and comply with relevant legislation.

#### 2. Membership

- a. The Trust has agreed that the membership of the Personnel Committee will comprise a minimum of three including a majority who are Directors.
- b. The Executive Head teacher will be a member of the committee for all matters excepting that which relate to his/her own performance and remuneration and will not be chair.

#### 3. Frequency of meetings

- a. There will be three standing meetings a year scheduled to enable recommendations to be referred to the Main Board and/or local governing bodies with minimum delay.
- b. Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.

#### 4. Quorum and Voting

- a. The quorum shall be three committee members.

- b. Every matter which requires a decision at a committee meeting shall be determined by a majority of the votes of the committee members present and voting on the question. Every committee member shall have one vote.
- c. The committee may not make any decision unless those present at the meeting includes a majority of Directors.

## **5. Core Functions**

### **5.1 Staff Remuneration**

- a. Establishing and keeping under review a Performance Management scheme for all employees.
- b. Developing and recommending annual remuneration strategy and policy to the Main Board within the context of national and local agreements, contractual arrangements and TUPE; recognising the need to recruit and retain high calibre teaching and support staff to deliver the Trust's mission and meet the strategic plan objectives.
- c. Agreeing terms and conditions of service for staff.
- d. Receiving reports and recommendations from each academy within the Trust relating to annual appraisal process and associated pay progression reporting these to the Main Board.
- e. Quality assuring pay recommendations from the Pay committees of academies against agreed criteria and reporting on the completion of the process to the Main Board.

### **5.2 Executive Remuneration and Performance**

- a. Ensuring that the Executive Head teacher's appraisal is undertaken by an appropriately qualified external adviser with up to three Directors from the pay committee, none of whom may be a stakeholder.
- b. Reviewing and recommending the salary reviews of the Executive Head teacher and other members of Senior Leadership to the Main Board having taken external advice on performance indicators, market salaries and benefits and having regard to contractual terms.
- c. Reviewing and recommending to the Main Board the form and content of contracts for the Executive Head teacher and other members of Senior Leadership.
- d. Establishing and overseeing a process for the regular appraisal of performance and effectiveness of other members of Senior Leadership, providing the necessary assurances to the Main Board on process and outcomes.

### **5.3 HR Policies and their implementation**

- a. Reviewing all relevant HR policies on a regular basis ensuring that professional and legal advice has been taken and consulting with staff and professional associations where necessary
- b. Hear appeals relating to decisions made by the Executive Head teacher
- c. Act as “First Committee” in conduct and capability hearings where the outcome might result in the dismissal of a member of staff. Where an appeal is subsequently lodged, the Appeal Committee will be drawn from members of the Main Board not involved in the First Committee or other suitably qualified individuals drawn from local governing bodies or who are serving Directors on other Trust Boards

#### **5.4 Senior Leadership Recruitment**

- a. Agree and participate in recruitment process for Senior Leadership posts
- b. With Main Board, appoint the Executive Head teacher when a vacancy arises

# Uffculme Academy Trust

## LOCAL GOVERNING BODY

### TERMS OF REFERENCE

*These are model terms of reference agreed by the Main Board for a local governing body and will vary by local academy. Any variance may be proposed by individual academies and are subject to the approval of the Main Board in accordance with the Articles of Association. In the text below all references to the Trust refer to Uffculme Academy Trust.*

#### 1. Purpose

The overall purpose of the local governing body is:

- a. To ensure all students within the academy have access to a high quality education provision in line with the shared vision.
- b. To monitor the implementation of the development/improvement plan of individual academies within the Trust, ensuring that it is delivering against agreed strategic and local objectives; moving the academies and the Trust as a whole towards achieving and sustaining a regulatory judgement of outstanding in all areas.
- c. To ensure that the academic and wellbeing needs of students are being met effectively through the design and delivery of a broad and balanced curriculum which, through use of personalised, developmental support, helps to maximise each student's success and enjoyment.
- d. To ensure all students are safeguarded.
- e. To ensure the Trust's collective published admission number (PAN) is full.

#### 2. Membership

- a. Without compromising its capacity to ensure that the necessary skills, knowledge and experience exist amongst the local governing body's membership, the Trust's policy aims are to have a local governing body of between 6 and 12 governors for optimum effectiveness in debate and decision making.
- b. In appointing the governor membership, the Trust's Main Board will ensure that the local governing body has the right balance of skills, knowledge and experience to fulfil its remit.
- c. Local governing body membership and appointments to positions of office are all subject to the approval of the Trust's Main Board. Governors may also be appointed to one of the Trust's other committees, such appointments taking into account the skills, knowledge and experience required on the committees.

- d. The local governing body chair will be appointed by the Trust's Main Board taking into account the required skills and competencies required for the positions.
- e. The local governing body may appoint a vice chair from within its membership at the first meeting after the chair has been appointed. An academy's local governing body chair or vice chair will not be that academy's Head of School/Executive Head teacher.
- f. The local governing body will be supported by the academy's Head of School/ Head teacher who will be in attendance as the lead member of staff unless otherwise directed by the local governing body chair or Executive Head teacher.

### **3. Frequency of meetings**

- a. There will be five meetings per academic year. 2 in Autumn and Summer terms and 1 in Spring term.
- b. Additional ad hoc meetings of the full local governing body may be arranged to deal with identified significant issues or to cope with increased workload.
- c. Time limited ad hoc working groups of the local governing body may be arranged to support the completion of the delegated work schedule and/or deal with identified significant issues. Such meetings will only be arranged with the agreement of the Executive Head teacher and clear, written terms of reference must be developed to clarify the purpose and reporting lines to the local governing body.

### **4. Quorum and Voting**

- a. The quorum shall be four governors.
- b. Every matter which requires a decision at a local governing body meeting shall be determined by a majority of the votes of the governors present and voting on the question. Every governor present shall have one vote.

### **5. Core Functions**

#### **5.1 Compliance and Governance**

- a. Promoting high expectations for standards and student outcomes; driving continuous improvement and ensuring rigorous processes of personalised target setting.
- b. Ensuring consistency, diversity and inclusion through implementation of the Trust's strategies, policies and procedures.
- c. Ensuring the academy and Trust complies with the requirement for every learner to receive any statutory curriculum content in accordance with government directives for academies.
- d. Ensuring all statutory assessments, including the administration and invigilation of exams, are conducted effectively in line with the Trust's policy and adhere to examining

body criteria/specifications, seeking assurances that all results have been forwarded in a timely manner to students, parent/carers and the appropriate bodies.

- e. Liaising with the Main Board to consider and respond as appropriate to Ofsted's regulatory judgements and reporting.
- f. Reviewing annually, and recommending for the consideration of the Main Board, any amendments to the local governing body's agreed terms of reference

## **5.2 Strategic Planning**

- a. Contributing to the delivery of the Trust's long term strategic plan; ensuring that the academy is working towards the Trust's vision.
- b. Overseeing the development, implementation and monitoring of the academy's development/improvement plans; delivering against strategic objectives, targets and key performance indicators in relation to its remit.
- c. Ensuring that the local governing body's agenda planning enables effective scrutiny of data and reporting which focuses activity upon the strategic and local priorities identified for the forthcoming year.
- d. Recommending an annual attendance target for students for the approval of the Main Board; ensuring that proper procedures are in place for recording absence of students and the impact of any follow up action taken.
- e. Recommending the annual student performance targets for the approval of the Main Board.
- f. Liaising with the Trust's Main Board and its committees as required in considering any matters which are outside the strategy but which may contribute to the longer term sustainability and viability of the Trust.

## **5.3 Policy Application and Review**

- a. Reviewing relevant Trust policies in line with the policy review schedule and making appropriate recommendations for change to the Trust's Main Board
- b. Monitoring the effectiveness of implementation and matching of policy and practice particularly in relation to:
  - The behaviour policy and all strategies relating to behaviour, social and emotional aspects of learning, sanctions and rewards.
  - Diversity and inclusion and robustly challenging any discrimination against learners on the grounds of gender (including gender reassignment), race disability, sexual orientation, religion and belief, marital / civil partnership status or age where applicable.

## **5.4 Performance Review**

- a. Conducting in-depth scrutiny of data and the reporting of standards, examination results, assessments and progress in order to ensure accountability.
- b. Carrying out regular reviews of student progress and attainment data to ensure performance and outcomes are in line with agreed objectives, targets and indicators.
- c. Tracking and monitoring of student progress and assessing the impact of interventions where progress is low.
- d. Ensuring, measuring and benchmarking quality assurance and evaluation processes to drive continuous improvement and secure high levels of student attainment and achievement.

## **5.5 Education Provision and Service Delivery**

- a. Monitoring the implementation of Trust standards to ensure the delivery of a high quality of education provision and services for students of the academy and keeping them under review.
- b. Ensuring the provision of a broad and well balanced curriculum, assessing its impact upon student learning and encouraging innovative teaching practice to achieve consistently good or outstanding teaching standards.
- c. Where appropriate, ensuring a high quality of careers information, advice, guidance & support so that students' interests and abilities are matched to appropriate pathways in order for them to achieve the best possible outcomes.
- d. Overseeing the quality of learning, progress and attainment for students with special educational needs and/or disabilities (SEND) and other identified vulnerable groups including: gifted and talented; black and other minority ethnic; travellers; looked after children; and those in receipt of free school meals.

## **5.6 Stakeholder Engagement**

- a. Promoting the Trust's strategy for involving stakeholders and outward facing student activity.
- b. Ensuring that the academy sufficiently engages with a cross section of stakeholder groups to secure its full published admission number (PAN) and enable strategies, policies and standards to be set, and decisions to be made, which properly take into account the views of key stakeholder groups.

## **5.8 Finance**

- a. Receiving-the academy budget from the Trust's Finance Director.
- b. Receiving information on the academy's financial performance against budget on a six monthly basis and report concerns to the Main Board.
- c. Ensuring that the academy is adequately resourced to allow it to carry out the financial procedures and controls required of it by the scheme of delegation and the Trusts Finance Policy and Procedures.
- d. Reporting concerns on financial controls to the Finance, Premises and Risk Committee as soon as they are known.

## **5.9 Human Resources**

- a. Supporting the Headteacher in the recruitment of effective teaching and support staff within the agreed structure.
- b. Ensuring that there is a robust Performance Management process for all staff and that it is fairly executed.
- c. Establishing ad hoc committees as and when required to deal with staff conduct and capability issues.

## **5.10 Health & Safety**

- a. Ensuring that all the staff within the academy are aware of and carry out their responsibilities to ensure a safe environment for themselves, their colleagues, students and visitors.
- b. Reporting any issues of Health & Safety to the Trust Health & Safety Officer and to the Finance, Premises and Risk Committee.

## **5.11 Assets & Facilities Management**

- a. Reviewing the condition of the academy's assets and making recommendations to the Finance, Premises and Risk Committee.
- b. Ensuring that all assets are labelled in accordance with the Trust's Asset Management procedures as detailed in the Finance Policy & Procedures Manual.
- c. Ensuring that the academy's site team maintain the academy's physical assets in a safe and clean condition at all times.

## **5.12 General**

- a. Recommending for consideration and approval by the Main Board, any changes to policy and/or decision-making on any matter that might create significant financial or other risk to the Trust or any academy or which raise material issues of principle.
- b. Designating a panel to hear formal complaints about areas falling under the local governing body's remit (i.e. curriculum, teaching and learning / behaviour or wellbeing of students) according to school policy and DfE guidance (where appropriate).
- c. Designating a panel to hear any appeal to lift or change the statutory requirements for a child.