



Uffculme Academy Trust Terms of Reference 2020-21

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 Trust's 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 8 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 Board will be the CEO /. Other members of the Trust's Senior Leadership Team may also 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 ~~five~~ six meetings of the Board per 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 Governance professional ; or voting to remove the Chair of the Directors. Any Director or Local Governor may be removed from their role for a number of reasons, including, but not limited to;
 - breaches of the UAT Code of Conduct,
 - being made subject to a bankruptcy restrictions order or an interim bankruptcy restrictions order; a debt relief restrictions order or an interim debt relief restrictions order;

the persons estate sequestrated and the sequestration order has not been discharged, annulled or reduced;

- being subject to a disqualification order or disqualification undertaking under the Company Directors Act 1986; a disqualification order under and a disqualification undertaking accepted under the Company Directors Disqualification (Northern Ireland) Order 2002; an order made under section 492 (2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order);
- being removed from the office of charity trustee or trustee for a charity by the Charity Commissioners of High Court on grounds of any misconduct or mismanagement, or under Section 34 of the Charities and Trustees Investment (Scotland) Act 2005 from participating in the management or control of anybody;
- being included in the list of people considered by the Secretary of State as unsuitable to work with children;
- being disqualified from working with children or subject to a direction under section 142 of the Education Act 2002; or disqualified from registration for childminding or providing day care; or disqualified from registration under Part 3 of the Childcare Act 2006;
- having received a sentence of imprisonment (whether suspended or not) for a period of not less than 3 months (without the option of a fine) in the 5 years before becoming a governor or since becoming a governor;
- having received a prison sentence of 2.5 years or more in the 20 years before becoming a governor; or at any time received a prison sentence of 5 years or more;
- having been fined for causing a nuisance or disturbance on school premises during the five years prior to or since appointment or election as a governor;
- refusing an application being made to the Criminal Records Bureau for a criminal records certificate.

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. If it is not possible for a Director to physically attend a meeting they may attend and vote by electronic means.

5. Core Functions

5.1 Governance

- a. Electing a Chair of Directors (who shall be independent of the local governing committees) 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 Board, local governing committees 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 the Board.

- d. Ensuring that the 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 committee 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 Board, local governing committees, other committees, panels and working groups; and a review of all positions of office.
- i. Reviewing annually the terms of reference of the Board, local governing committees 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.

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

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 academies within the Trust.
- e. Determining the admissions policies for academies within the Trust.
- f. Determining session lengths and term dates for academies within the Trust.

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, Pay Committee and Headteacher's performance review panel and to:

- 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 CEO, Headteacher, Senior Trust Staff 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 CEO 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 CEO and other members of the Senior Leadership Team, taking into account contractual terms and market circumstances, and taking professional advice as required;
- n. Agree the form and content of contracts for the CEO and other members of the Senior Leadership Team; 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 to the Trust Members the appointment or removal of external auditors.

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 EO 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 committee 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 and 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 Board and those delegated to the CEO 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 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 Board on compliance with all regulatory and other financial reporting requirements.
- j. To monitor the Trust's performance against budget and alerting the 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 and Risk Committee will comprise a minimum of four committee members, including a majority who are Directors.
- b. The chair of the Finance, Premises and Risk Committee will be a Board Director but will not be the Chair of the Board, any other committee chair, or the CEO. The Board will appoint a chair and vice chair of the committee.
- c. The Committee will be supported by the Trust's Director of Finance and Resources as the lead member of staff who while not eligible to be a Director of the Trust may also be co-opted as a member of the committee.
- d. The Committee may meet with the internal or external auditors without the presence of members of the Senior Leadership Team.

3. Frequency of meetings

- a. There will be four standing meetings a year scheduled to enable recommendations to be referred to the Board and/or Local Governing committees 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. If it is not possible for a Director to physically attend a meeting they may attend and vote by electronic means.

- c. 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 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 Board.
- d. Reviewing the Management Accounts at every meeting, taking appropriate action to contain expenditure within the budget and report to the Board.

- e. Reviewing the virement of sums over £20,000 between cost centres as approved and authorised by the CEO / Director of Finance and Resources.
- f. Reporting to the Board all significant financial matters and any actual or potential overspending.
- g. To recommend the level of delegation to the CEO 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 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 Board.
- c. Recommending to the Board the fee to be paid to the external auditor.
- d. Advising the Board on its recommendation of the appointment of external auditors to be made to the Trust Members.
- e. Reviewing the audited annual financial statements before recommendation to the Board for approval and presentation to the Trust Members.

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 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 the Senior Leadership Team 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 Board (and the relevant Local Governing Committee 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 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 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 CEO, Headteachers 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 CEO will be a member of the committee for all matters excepting that which relate to his/her own performance and remuneration and will not chair the committee.

3. Frequency of meetings

- a. There will be three standing meetings a year scheduled to enable recommendations to be referred to the Board and/or local governing committees 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. If it is not possible for a Director to physically attend a meeting they may attend and vote by electronic means.
- 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 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 Board.

5.2 Executive Remuneration and Performance

- a. Ensuring that the CEOs 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 CEO, Headteachers and other members of Senior Leadership to the Board having taken external advice on performance indicators, market salaries and benefits and having regard to contractual terms.
- c. Reviewing and recommending to the Board the form and content of contracts for the CEO, Headteachers and other members of the Senior Leadership Team.

- d. Establishing and overseeing a process for the regular appraisal of performance and effectiveness of the Trust Headteachers other members of Senior Leadership, providing the necessary assurances to the 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 CEO
- 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 Board not involved in the First Committee or other suitably qualified individuals drawn from local governing committees 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 including Headteachers of Trust school
- b. With the Board, appoint the CEO when a vacancy arises.

Uffculme Academy Trust

Pay Committee

TERMS OF REFERENCE

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

Purpose

To make recommendations to the board on the Pay Policy for the Trust and all matters relating to pay structures and pay progression.

Membership

The Pay Committee shall consist of at least three Directors of the Trust, none of whom shall be employees.

The CEO may attend all proceedings of the Pay Committee for the purpose of providing information and advice but must withdraw when their own salary is being discussed.

Quorum

Three committee members, all of whom are Directors.

Terms of Reference

- a. To determine the Pay Policy for the Trust.
- b. To ratify appropriate salary ranges and starting salaries for Headteachers and Senior Leaders, and members of the leadership group.
- c. To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made on the Performance Management review statement, in accordance with the approved Pay Policy.
- d. To approve annual pay progression for the CEO and Trust Headteachers (by 31 December at the latest), taking account of the recommendation made by the Headteacher's Performance Review Panel, following the annual review.
- e. To determine the application of national inflationary increases as required.

Uffculme Academy Trust

LOCAL GOVERNING COMMITTEE

TERMS OF REFERENCE

These are model terms of reference agreed by the Board for a local governing committee and will vary by local academy. Any variance may be proposed by individual academies and are subject to the approval of the 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 committee 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 committee's membership, the Trust's policy aims are to have a local governing committee of between 6 and 12 governors for optimum effectiveness in debate and decision making.
- b. In appointing the governor membership, the Trust's Board will ensure that the local governing committee has the right balance of skills, knowledge and experience to fulfil its remit.

- c. Local governing committee membership and appointments to positions of office are all subject to the approval of the Trust's 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 committee chair maybe elected by the local governing committee and will then be appointed by the Trust's Board taking into account the required skills and competencies required for the positions.
- e. The local governing committee may also appoint a vice chair from within its membership at the first meeting after the chair has been appointed. An academy's local governing committee chair or vice chair will not be that academy's Head of School/CEO.
- f. The local governing committee will be supported by the academy's Head of School/ Headteacher who will be in attendance as the lead member of staff unless otherwise directed by the local governing committee chair or CEO.

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 committee 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 committee 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 CEO and clear, written terms of reference must be developed to clarify the purpose and reporting lines to the local governing committee.

4. Quorum and Voting

- a. The quorum shall be four governors.
- b. Every matter which requires a decision at a local governing committee 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. If it is not possible for a Governor to physically attend a meeting they may attend and vote by electronic means.

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 committee 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 Board to consider and respond as appropriate to Ofsted's regulatory judgements and reporting.
- f. Reviewing annually, and recommending for the consideration of the Board, any amendments to the local governing committee'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 committee'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 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 Board.
- f. Liaising with the Trust's 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 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. Evaluate the impact of the pupil premium strategy and sports premium in primary schools.
- e. 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's budget from the either the Schools Business Manager or Trust's Director of Finance and Resources as necessary.
- b. Receiving information on the academy's financial performance against budget on a six monthly basis and report concerns to the 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 Trust's Finance, Premises and Risk Committee as soon as they are known
- e. Make recommendations to the Board, where appropriate, in respect of future spending requirements

5.9 Human Resources

- a. Supporting the Headteacher in the recruitment of effective teaching and support staff within the agreed structure.
- b. Support the Headteacher with the implementation of the Trust HR policies

- c. Provide ad-hoc committee where required to deal with staff conduct and capability in line with Trust HR policies.
- d. Ensure that the appraisal process is carried out in line with Trust policies.
- e. Undertake (with the CEO) the performance appraisal of the Headteacher

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 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 committee'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.