

UFFCULME Academy Trust

www.UffculmeTrust.org

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 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 the Academies within the Trust 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 nine 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 Articles of Association state that the Executive Principal (or Head teacher) shall be a Director of the Board.
- d. The lead member of staff for the 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.
- e. In appointing Directors, the Board will give careful consideration as to whether related or connected parties collectively exercise significant influence at Board level or create inappropriate conflicts of interest, for example through close family relationships between Directors, Members or Senior Leadership.

3. Frequency of meetings

- a. There shall be at least three Board meetings in every school year. The Trust will usually hold six (half termly) meetings of the 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 of calling a general meeting of the Trust's 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: appointing a parent director; voting to remove a Director; voting to remove the Chair of the Board.
- d. Every matter which requires a decision at a Board meeting 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 (who shall be independent of the Local Governing Bodies) and a Vice Chair for terms of office of two years. This may be extended for a period of no longer than four years.
- b. Approving any changes to governance structures, including the size and composition of the 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 the Board.
- d. Ensuring that the Board has the skills, knowledge and experience within its collective membership to fulfil its role and responsibilities.
- e. Establishing and delegating authority to a Local Governing Body for each Academy school within the Trust; 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 and 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 and agreeing their terms of reference and appointing their memberships and chairs.
- h. Carrying out an annual review of the membership of the 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 Board, Local Governing Bodies and other committees and the scheme of delegation.

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 within it) is working towards achieving the vision and delivering against strategic objectives, targets and key performance indicators.

5.3 Finance

- a. Setting the standards for the delivery of all financial and business support services across the Trust and keeping them under review.
- b. Agreeing all financial and business support policies across the Trust and keeping them under review.
- c. Recommending the scheme of delegation of day to day financial management of the Trust and all academies within it.

- d. Considering and making recommendations on compliance with all regulatory and other financial reporting requirements.
- e. Approving annually, and keeping under review, the Trust's and individual academy schools' within the Trust, financial plans and budgets including the three year forecast.
- f. Approving 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 Trust's Annual General Meeting.
- g. Monitoring the Trust's performance against budget and alerting the Board to any significant variances.
- h. Reviewing the Trust's Finance Policy and Procedures against the background of the Academies Financial Handbook and other regulations and advice issued.
- i. Maintaining the stability of the Trust's financial position by monitoring the cash flow and ensuring the effectiveness of financial controls.
- j. Reviewing the Trust's investment policy and making recommendations to maximise returns whilst minimising risk.
- k. Reviewing related parties' transactions to ensure that there are no conflicts of interest.

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 the Trust's academy schools.
- e. Determining the admissions policies for the Trust's academy schools.
- f. Determining session lengths and term dates for the Trust's academy schools.

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. Agreeing procurement policies in relation to pre-tender, tender, and post tender processes.
- c. Monitoring compliance in relation to procurement and measure the effectiveness of procurement processes and other efficiency measures in delivering value for money.

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 within it 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 the Senior Leadership Team;

- d. Delegate such powers to the Senior Leadership Team as a whole, and to individual members of the team, to enable the day-to-day running of the Trust and the academies within it;
- 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 the academies within it;
- h. Oversee a process for the regular appraisal of performance and effectiveness of the Executive Head teacher and other members of the Senior Leadership Team;
- i. Agree a strategy on diversity and inclusion and ensure 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 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 Executive Head teacher 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:

- a. Agree a strategy for the management of risk, overseeing the effectiveness of risk management practice and ensuring that the Trust operates a framework that effectively identifies and manages risks;
- b. 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;

- c. Establish and oversee a framework of delegation and systems of control including internal and external audit systems and procedures;
- d. Ensure that the system of internal controls is regularly reviewed;
- e. Approve the statement of internal controls to be included in the annual report; and
- f. Recommend to the Trust Members at the AGM 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 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 academy schools within it, 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 judgements 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 the 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:

- a. Agree the Trust's statutory health and safety policy;
- b. Establish and monitor the implementation of the Trust's health and safety framework;
- c. Ensure that the Trust is meeting its statutory obligations concerning health and safety; and
- d. Nominating a director to be the health and safety champion and who will play an active role ensuring that processes designed to support the Main Board in discharging their health and safety duties are robust and implemented effectively and to support Senior Leadership, and other appropriate Trust staff, in discharging their health and safety responsibilities.

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 the academy schools within it.
- 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 of 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 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 trust's and academy schools' Senior Leadership Teams on all matters relating to school premises, grounds, physical resources, security.

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 Director but will not be the Chair of the Board or any other Committee or the Executive Head teacher. The Main Board will appoint a vice chair of the Committee.
- c. The Committee will be supported by the Trust's Business Manager as the lead member of staff.
- d. The Committee may meet with internal or external auditors without the presence of members of the Senior Leadership Teams.

- e. Where the Trust's Business Manager is an employee of the Trust s/he may act only as an adviser on matters relating to internal and external audit.
- f. All members of the Committee must declare any pecuniary interests before the beginning of each meeting of the Committee.

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 Body/ies 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 include 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.

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 Trust's annual 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.
- f. Where the Trust's Business Manager is an employee of the Trust s/he may act only as an adviser on matters relating to external audit.

5.4 Internal Audit

- a. Ensuring that the Trust has appropriate internal audit arrangements in place 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.
- f. Where the Trust's Business Manager is an employee of the Trust s/he may act only as an adviser on matters relating to internal audit.

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/ies 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 Senior Leadership 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. Develop and recommend to the Main Board, the Trust's strategy for health and safety and its statutory health and safety policy.
- b. Ensure 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 and appropriate 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 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 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 but 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 body/ies 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 an Appraisal 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. Establishing a Trust Pay Committee made up of Directors and members of the Personnel Committee who are not stakeholders which will:
 - receive reports and recommendations, from each of the Academy schools within the Trust, relating to the annual appraisal process and associated pay progression
 - make remuneration decisions in line with the remuneration strategy of the Trust's agreed pay Policy
 - quality assure pay recommendations from each of the Academy Schools within the Trust, using agreed criteria
 - review and agree the salary reviews and decisions regarding the Executive Headteacher and other members of the Senior Leadership in line with the remuneration strategy of the agreed Pay Policy.

The Chair of the Pay Committee will inform the Main Board on completion of the processes above.

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 Members of the Trust and not including stakeholders.
- b. Reviewing and recommending to the Main Board the form and content of contracts for the Executive Head teacher and other key members of Senior Leadership.
- c. Establishing and delegating to the Executive Head teacher a process for the regular appraisal of performance and effectiveness of other members of Senior Leadership.

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 from other suitably qualified individuals drawn from the Local Governing Body or who are serving Directors on other Academy Trust Boards

5.4 Senior Leadership Recruitment

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

Uffculme Academy Trust

Terms of reference for the Local Governing Body for Uffculme Secondary and Uffculme Primary Schools

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 academies 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 the individual academies, ensuring that they are 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 six and 12 members ("governors") for optimum effectiveness in debate and decision making.
- b. In appointing the membership of the Local Governing Body, the Trust's Board will ensure the right balance of skills, knowledge and experience to enable the Local Governing Body 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 Board. Members of the Local Governing Body may 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 Chair of the Local Governing Body will be appointed by the Trust's Board, taking into account the skills and competencies required for the position.

e. The Local Governing Body may appoint a vice chair from within its membership at the first meeting after the Chair has been appointed. The Chair or Vice Chair will not be the Head teacher or Executive Head teacher of the academies or the Trust.

2.6 The Local Governing Body will be supported by the academy(ies) Head teacher(s) and the Trust's Executive Head teacher who will be in attendance as the lead members of staff unless otherwise directed by the Chair of the Trust's Board or by the Trust's Executive Head teacher.

3. Frequency of meetings

a. There will be five meetings per academic year. Two in Autumn and Summer terms and one in Spring term.

b. Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.

c. Time limited ad hoc working groups 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 that the academies and the Trust comply with the requirement for every learner to receive any statutory curriculum content in accordance with government directives for academy schools.

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 Trust's 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 agreed terms of reference for the Local Governing Body

5.2 Strategic Planning

a. Contributing to the delivery of the Trust's long term strategic plan; ensuring that the academies are working towards the Trust's vision.

b. Overseeing the development, implementation and monitoring of the academies' 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 Trust's 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 Trust's 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. Ensuring the effective implementation of all Trust wide policies.

b. Reviewing relevant local policies in line with the Trust's policy review schedule and making appropriate recommendations for change, ensuring that policies reflect the vision and values of the Trust.

c. 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; and
- 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 the Trust's standards to ensure the delivery of a high quality of education provision and services for students of the academies, 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 and 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 students within other identified vulnerable groups including: academically able, black and other minority ethnic communities, travellers, looked after children, 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 academies sufficiently engage with a cross section of stakeholder groups to secure their full published admission numbers (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.

5.7 Finance

- a. Receiving the budget for the academies from the Trust's Business Manager.
- b. Receiving information on the financial performance of the academies against budget on a quarterly basis.

5.8 Human Resources

- a. Supporting the academies' Head teacher(s) in the recruitment of effective teaching and support staff within the agreed structure.

b. Ensuring that there is a robust appraisal process for all staff and that it is fairly executed in line with the Trust's appraisal policy.

c. Establishing ad hoc committees, as and when required, to deal with staff conduct and capability issues in line with the Trust wide policies.

5.9 Health and Safety

a. Ensuring that all the staff within the academies 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 concern regarding health and safety to the Trust's Health and Safety Officer.

5.10 Assets and Facilities Management

a. Reviewing the condition of the assets of the academies and making recommendations to the Trust's Business Manager.

b. Ensuring that all assets are labelled in accordance with the Trust's Asset Management procedures as detailed in its Finance Policy and Procedures Manual.

c. Ensuring that the site team maintain the physical assets of the academies in a safe and clean condition at all times.

5.11 General

a. Recommending for consideration and approval by the Trust's Board, any changes to policy and/or decision-making on any matter that might create significant financial or other risk to the Trust or either academy or which raise material issues of principle.

b. Implementing the Trust's Complaints policy and designating a panel to hear formal complaints in the first instance, about areas falling under the remit of the Local Governing Body (such as: curriculum, teaching and learning, behaviour or wellbeing of students).

c. Designating a panel to hear any appeal to lift or change the statutory requirements for a child.