

Terms of Reference for Houlton CofE MAT Board of Trustees



Houlton
CofE Academy Trust



The Board will consult Local Governing Bodies before putting in place any arrangements which directly affect LGBs and individual academies and before taking any decisions on policy or procedural matters except where there is a legal requirement to do so.

The Board of Trustees ('The Board')

Purpose

To advance for the public benefit education in the UK, establishing, maintaining, carrying on, managing and developing schools providing high-quality education to pupils from all backgrounds by offering a broad and balanced curriculum and fostering collaboration across the Trust family of schools, other schools, educational establishments, the wider community for the benefit of the community and in line with schools' vision and values.

In relation to all church academies these are to be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship

Ensure the trust's compliance with charity and company law, its Memorandum and Articles of Association, all other applicable legislation, and Department for Education (DfE) and Education and Skills Funding Agreement (ESFA) requirements relating to the trust and its Academies.

Ensure proper and regular use of public funds and compliance with the Funding Agreement.

Ensure the trust is solvent, well run, and meets the needs of pupils and staff in its Academies.

Ensure the trust acts in accordance with its constitution and powers, promote the success of the trust, and exercise sound judgement and diligence in all its affairs.



Ensure all trustees are skilled in understanding, interpreting, and comparing school/ Academy performance data and are kept fully apprised of the performance of each academy at all times.

Ensure all trustees have the skills, knowledge, and information to assess the trust's financial performance.

Ensure the Chief Executive Officer (CEO) and all senior staff have the skills, knowledge, and experience to run the trust and its individual Academies and to effectively manage its financial, human, and physical resources and assets.

Terms of Reference

Determine, following consultation with Local Governing Bodies (LGB), and approve the trust's mission, vision, strategy and long term business plan for "advancing for the public benefit education in the United Kingdom by maintaining, managing and developing mainstream academies offering a broad and balanced curriculum, and special educational provision" (to be taken from Houlton MAT Articles)

Determine, following consultation with LGBs, key performance indicators and targets for the trust and its academies: monitor the trust's performance against approved plans and key performance indicators and targets.

Determine, following consultation with LGBs, the trust's approach to, and approve, trust wide policies and procedures for the operation and performance of all academies within the trust.

Determine, following consultation with LGBs, constitutional matters, including procedures where the Board has discretion. Determine and establish arrangements and procedures for:

- Holding Board meetings
- Appointing and removing the chair and vice chair of the Board
- Appointing trustees to committees and working parties
- Appointing and removing the clerk to the Board
- Appointing trustees



- Suspending and removing any trustee or patron appointed by the Board
- Maintaining and publishing a register of members, trustees, local governors and senior members of staff and their business interests and putting in place measures for avoiding conflicts of interest

Determine and establish arrangements and procedures for:

- Appointing annually the chair of any committee of the Board.
- Appointing annually, following a recommendation from each LGB, the chair of each LGB.
- Appointing Trust Governors to LGBs and for suspending and removing any governor.
- Appointing/electing Parent and Staff Governors.

Determine and establish the committees of the Board, including LGBs and their sub-committees, and determine their terms of reference.

Determine which functions of the Board will be delegated to committees, including LGBs, the Chief Executive Officer, Headteachers, groups and other individuals

Review the constitution, membership, terms of reference and scheme of delegation of the Board and its committees, including LGBs, annually.

Determine and establish arrangements for making available agendas, papers, and minutes of meetings of the Board and its committees, including LGBs.

Receive reports from any committee, including LGBs, or individual, or group to whom a decision has been delegated and to consider whether any further action by the Board is necessary.

Education and Achievement

Determine and establish, following consultation with LGBs, the trust's overall approach to and arrangements and policies and procedures for:



- Monitoring and evaluating academy performance and improvement.
- Providing support and challenge and holding the CEO and academy Headteachers to account.
- Taking action to secure improvement/ pace of improvement in academies.

Approving, monitoring and evaluating the impact of education related policies and procedures and plans- to include:

- Data requirements to inform LGBs and the Board of standards and attainment in consultation with LGBs;
- Setting Key Performance Indicators (KPI) and challenging targets for each academy in the trust in consultation with LGBs; and
- Trust-wide leadership and management arrangements.

Determine and establish, following consultation with LGBs, the trust's overall approach to, and policies and procedures for:

- Marketing and communications.
- Publication of information about the trust and its academies on the trust's and individual academies websites.
- Complaints.

Determine, and establish, following consultation with LGBs, the trust's admissions policy and oversubscription criteria. Make arrangements for securing independent admission appeals and independent review panels for exclusion following consultation with LGBs.

Financial Planning, Controls, Monitoring and Management

Ensure the trust complies with all matters of regularity, propriety, and value for money in its use of public funds and develops and implements effective financial policies and procedures. Ensure the trust develops effective and efficient systems and procedures for financial planning, internal controls, monitoring and management, propriety, audit, and for observance and compliance with all financial regulations, ESFA guidance, and the Academies Financial Handbook.

Appoint external auditors: determine internal audit arrangements: determine action to be taken arising from audit reports. Determine and establish, following consultation with



LGBs, the financial scheme of delegation and financial authorities to the Chief Executive Officer and trust Chief Financial Officer (CFO) and individual academies.

Determine and establish, following consultation with LGBs, the trust's policies and procedures for:

- Accounting practices
- Asset management
- Audit
- Income
- Ordering goods, works and services
- Authorising payroll and pension decisions
- Managing conflicts of interest
- Gifts and hospitality
- Lettings and fees
- Staff severance and compensation payments
- Charging and remissions

Determine and establish, following consultation with LGBs, banking arrangements.

Determine, establish, and maintain in consultation with LGBs, a 3-year financial plan and an investment policy and strategy. Approve all annual returns to the ESFA, Companies House, and for publication on Houlton MAT section of websites.

Determine and establish, in consultation with LGBs, arrangements for, and approve, a consolidated budget and budgets for each academy and trust-wide services and support for each financial year and end of year financial statements. Receive and consider information about the financial performance of the trust at least 3 times a year. Monitor budgets.

Monitor pupil/students admission numbers overall and in each academy.

Determine and establish, following consultation with LGBs, arrangements for organisational change (i.e. changes in the number, age range, size and location of academies).



Determine and establish, in consultation with LGBs, arrangements for bidding for and allocating capital funding and for allocating funding for the maintenance, improvement, and expansion of the trust's buildings and estate.

Human Resources

Ensure the trust complies with all legislation and develops and implements sound policies and procedures relating to the recruitment and employment of staff. Determine and establish, in consultation with LGBs, arrangements, and a scheme of delegation, for all matters relating to the recruitment and employment of staff to include the development of policies, procedures, and plans:

- To recruit (in compliance with safeguarding requirements), remunerate, retain, performance manage, and develop all staff.
- To establish a central record of recruitment and vetting checks
- To establish trust wide salary, pensions, severance, records, and terms and conditions policies and procedures.
- For conduct, discipline, capability, grievance procedures.
- For allegations of abuse against staff procedures.
- For equalities information and objectives for publication.
- For accessibility.
- For industrial relations.
- For workforce succession planning.

Establish, following consultation with LGBs, a staffing structure for central/ trust wide staff. Establish arrangements for the recruitment, appointment, and remuneration, and performance management of the Chief Executive Officer and a Chief Financial Officer. Establish in partnership with Chairs of LGBs arrangements for the recruitment, appointment, and remuneration, and performance management of academy Headteachers.

Buildings and Sites, Health and Safety

Establish arrangements, following consultation with LGBs, for developing, approving, implementing and reviewing:

- Improvement and maintenance plans for the trust's buildings and sites and ICT



- Premises management policy and plans.
- Plans for the purchase or disposal of any freehold property, and for granting or taking up of leasehold or tenancy of land or buildings.

Establish arrangements for ensuring, following consultation with LGBs, full compliance with all health and safety legislation and for developing, approving, implementing and reviewing policies and procedures for:

- Health, safety and security.
- Data protection.
- Freedom of information.

Establish arrangements, following consultation with LGBs, for ensuring that health and safety issues are appropriately prioritised for action and staff are appropriately trained.

Procurement

Establish, following consultation with LGBs, the trust's overall approach to, and policies and procedures and arrangements for the procurement of goods, works, and services for the trust as a whole and for individual academies within the trust.

Determine, following consultation with LGBs, which goods, works, and services will be procured centrally on behalf of all academies in the trust and determine which goods, works, and services may be procured, in line with the trust's procurement and competitive tendering policy and list of approved suppliers, by individual Local Governing Bodies Ensure a competitive tendering policy is in place and is applied for all relevant procurement.

Ensure compliance with best practice in procurement, the European Procurement Directive, and the requirements and guidance in the academies financial handbook for regularity, propriety, and value for money in procurement.

Approve, following consultation with LGBs, a scheme of delegation for all procurement activity and a manual of guidance and ensure all staff engaged in procurement have the appropriate skills and training to effectively procure and manage contracts for goods, works, and services.



Ensure that any contracts for services provided by a trustee, or persons/bodies related to the trustee, are properly procured and represent value for money.

Ensure that any fees and consultancy rates included within any such contracts are provided with no element of profit, are reasonable, represent value for money and are good use of public funds. Seek prior, written permission from the ESFA, and if required approval from HM Treasury, for any situations where a transaction is irregular, improper or does not provide value for money.

Membership-

The list of current trustees is set out on the Trust's website.

Term of Office- Trustees- 4 years.

The CEO holds office ex-officio as long as he/she is in post.

Any trustee can be re-elected or re-appointed.

Organisation- Chair and Vice-chair appointed annually.

Quorum: 4 or one third of the total number of trustees if greater.

To meet at least 3 times a year and additionally as and when required as determined by the Trust Board.

Three trustees may requisition a meeting. One vote per trustee. The Chair has a casting vote.

Disqualification- a trustee who is employed by the trust may not be the Chair or Vice chair.

Professional Advisers to the Board of Trustees- the CEO of the trust, the CFO and any other member of staff with trust wide responsibilities, as appropriate - and any additional advisers as appropriate.

Responsibilities Delegated to the CEO



The CEO has delegated powers and duties in respect of the overall leadership, management, and achievement of the trust and responsibility for ensuring the implementation of agreed policy.



Trust Board Committees and Working Groups





- 1 Introduction: Why have Committees?**
- 2 What are Committees and Working Groups?**
- 3 Must the Board have Committees?**
- 4 How should the Board establish Committees?**
- 5 Who chairs Committees or Working Groups?**
- 6 Which responsibilities should be delegated to Committees?**
- 7 Who should be on Committees and Working Groups?**
- 8 How should Committees and Working Groups conduct their business?**
- 9 What should the Board do to monitor the work of the Committees?**
- 10 What part does the CEO/HT play in Committees and Working Groups?**
- 11 Who clerks Committees or Working Groups?**

Appendix 1: Establishing Committees: Decisions to be made

Appendix 2: A possible Committee structure



1. Introduction: Why have Committees?

- 1.1 The range of responsibilities and duties of Trust Boards is wide and can only be effectively completed via a Scheme of Delegated Authority (SoDA) to committees and to individual Academies via their Local Governing Boards.

2. What are Committees and Working Groups?

- 2.1 The regulations which control the working of Governing Boards are mainly the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013, as amended. These regulations are statutory instruments which have the same effect as an act of parliament. They give Trust Boards the power to delegate their responsibilities. **Delegation** means handing over to a Committee, the power to act on behalf of the Trust Board in whatever matters are delegated. This means that these particular matters are decided by the Committee and do not have to go back to the whole Trust Board for a decision.
- 2.2 In these guidance notes, whenever the regulations require a Trust Board to do something it is recorded as “**must**” or “**requirement**” and is followed by the reference to the particular section of the procedures regulations which applies.
- 2.3 In some cases the Trust Board may decide to ask some of the Governors to consider particular issues and report back to the whole Trust Board if a decision needs to be made. This may be for a one-off topic or a permanent arrangement. In either case the group of governors is usually known as a **Working Party**. A Working Party does not have powers to act on behalf of the Trust Board but can make recommendations for the Trust Board to consider. They may, for example, carry out detailed investigative and preparatory work and report back with recommendations to the full Trust Board.

3. Must the Trust Board have Committees?

- 3.1 There is no requirement on the Trust Board to delegate any powers to Committees. However, it is strongly recommended that Committees are established to allow the work of the Trust Board to be divided up between the Governors in a reasonable way. For some decisions of the Trust Board there is a statutory right of appeal. For these decisions, particularly those personnel decisions affecting individual members of staff, it



is very important for the original decision to be made by a Committee so that some Governors who are unaware of the issues may be used for hearing any appeal.

- 3.2 It is for each Trust Board to decide which Committees and Working Party's to establish (if any), which Governors are on them, which functions they have and how they operate. Any arrangements the Trust Board makes must not breach the terms of the regulations mentioned above.

4. How should the Trust Board establish Committees?

- 4.1 In considering how to organise their work Trust Boards might like to bear in mind the following principles:

- The Trust Board itself should retain an overview of all activities and plan structures and strategies which will allow this to happen
- The day to day management of the Trust is the responsibility of the CEO working within the general policy framework agreed by the Governing Board.
- The Trust Board should be clear what they have delegated and to whom
- The Trust Board remain responsible for decisions made by Committees under delegated powers and should continue to exercise a monitoring role. To achieve this the Trust Board should receive regular reports from those to whom it has delegated responsibilities. The minutes from each Committee meeting should be circulated with the agenda and paperwork for the next ordinary meeting of the full Trust Board and should be presented by the Chair of the Committee.
- All Governors should be encouraged to participate in the Trust Boards Committees or Working Groups.

- 4.2 Decisions on the setting up and membership of Committees **must** (*Regulation 22(1)*) be taken at a meeting of the Trust Board and should appear as an agenda item. It is recommended that the Trust Board should also make decisions on the setting up and membership of Working Groups. The minutes record for each Committee or Working Party:

- The **name** of the Committee or Working Party
- The names of the Governors, associate members and observers (if any) who are **members of the Committee or Working Party**
- The **responsibilities** which the Trust Board is delegating to the Committee



- The **responsibilities** which the Trust Board is allocating to the Committee or Working Party without powers to act on behalf of the Trust Board
- The date and time of the **first meeting** of the Committee or Working Party (if decided)
- The arrangements for **chairing** and **clerking**.

5. Who chairs Committees or Working Groups?

- 5.1 The Trust Board can either determine itself who will be the Chair or Vice Chair of the Committee or Working Party or delegate power to the Committee or Working Party to decide for themselves. Whichever body elects the Chair, the election **must** (*Regulation 22(3)*) take place annually. If the Chair or Vice Chair (if any) of the Committee is not present at a meeting, voting members of the Committee should elect a Chair for the meeting.
- 5.2 The Trust Board can remove the Chair of any Committee if they so determine (*Regulation 22(4)*).

6. Which responsibilities should be delegated to Committees?

- 6.1 The Trust Board may delegate decision-making responsibilities to Committees, individuals or the CEO/HT (even if he or she is not a member of the Trust Board) (*Regulation 18(1)*). In deciding which responsibilities to delegate the Trust Board **must** (*Regulation 6*) bear in mind that their main function is strategic and that the CEO/Headteacher is responsible for the internal organisation, management and control of the Trust/Academy. With this in mind, the Trust Board may delegate any of its powers to a Committee **except:**
- The constitution of the Trust Board (*Regulation 19(3)*)
 - The appointment and removal of the Chair or Vice Chair (*Regulations 7 and 9*)
 - The appointment of the Clerk (*Regulation 10*)
 - The suspension of a Governor (*Regulation 17*)
 - The delegation of powers of the Trust Board (*Regulation 18*)
 - Closure (ie discontinuance) or change of category of the school (*Regulation 19(1a)*)
 - The first formal budget plan of the financial year (*Regulation 19(1b)*)

Trust Boards may not delegate decisions on pupil exclusions or admissions to an individual Governor (*Regulations 19(2) and 19(3)*) (but are strongly recommended to



delegate consideration of the Headteacher's decision to a Committee except in the case of fixed term exclusions of less than 5 days when these can be considered by an individual governor).

- 6.2 In cases where a Trust Board cannot delegate powers to a Committee, it is always possible to invite a Committee or Working Party or an individual to consider the matter. They can then report back to the full Trust Board with recommendations for the Trust Board's consideration and approval.

7. Who should be on Committees or Working Groups?

- 7.1 It is recommended that all members of the Governing Board are members of at least one Committee or Working Party. However, it is for the Governing Board itself to decide who should be a member of which Committee or Working Party (*Regulation 22(1)*), bearing in mind the Governors' skills, experience, interests and capacity. Committees cannot consist of fewer than three Governors (*Regulation 22(2)*) but there is no maximum size for a Committee.
- 7.2 It is possible for the Trust Board to appoint to Committees and Working Groups associate members who are not members of the Trust Board (*Regulation 24*). The Trust Board or a Committee may also agree to other people attending meetings of the Committee as observers without voting rights (*Regulation 25(1)(d)*) and members of the school staff are often included in this way. It may be that the Trust Board in determining Committee and Working Party membership will wish to use the expertise of members of the school staff or people from the local community or businesses. However, the regulations require the following to apply in these cases:
- Associate Members may be excluded from any part of the meeting when the business under consideration concerns an individual member of staff or pupil (*Regulation 25(2)*) Associate members under 18 (e.g. pupils) do not have a vote in Committees
 - A vote at a Committee is not valid unless a majority of those present are members of the Trust Board (*Regulation 26(4)*).
- 7.3 The Trust Board may vote at any time to remove an associate member of a Committee (*Regulation 24(4)*).
- 7.4 It is best practice for new Governors to attend a meeting of each Committee so that they can get a good overall picture of the work of the Trust Board and where their skills and



expertise may sit with respect to Committee membership. Membership of Committees **must** be agreed at a Trust Board meeting (*Regulation 22(1)*)

8. How should Committees and Working Groups conduct their business?

- 8.1 Each Committee and Working Party should conduct their business in the same way as a Trust Board. The following arrangements are **requirements** for Committees but are also good practice for Working Groups:
- Written agendas **must** (*Regulation 26(2)*) be sent out by the Clerk to all Committee members at least seven clear days before the meeting (unless the Chair considers an urgent meeting necessary, when shorter notice can be given)
 - The same regulations about declaring interests and withdrawal from meetings as apply to Trust Board meetings also apply to Committee meetings (*Regulation 16*)
 - Decisions of the Committee **must** (*Regulation 26(5)*) be by a majority of those present and entitled to vote (with a casting vote for the chair when appropriate (*Regulation 26(6)*) and the majority of those present for the vote must be Governors (*Regulation 26(4)*)
 - Minutes (including a list of those present) **must** (*Regulation 26(7)*) be written by the Clerk to the Committee and they **must** be agreed by the Committee and signed by the chair at the next meeting of the Committee
 - Agendas, minutes and documentation **must** (*Regulation 26(8)*) be available to the public on the same conditions as Trust Board meeting papers
 - The Committee **must** (*Regulation 20(2)*) report to the full Trust Board any decision made under their delegated powers (usually through a copy of the minutes of the meeting).
- 8.2 Different regulations apply to the proceedings of meetings of Committees dealing with personnel matters concerning individual members of the school staff (*Regulation 21*). These are covered by the School Staffing Regulations 2009, as amended and Trust Boards facing the prospect of such Committee meetings should seek advice from their human resources provider.
- 8.3 Committees themselves determine their own quorum for their meetings, but the minimum quorum for a Committee meeting is three Governors who are members of the Committee (*Regulation 22(2)*).



- 8.4 A Chair for the Committee or Working Party should be elected at the first meeting (unless the Governing Board itself has decided who will be chair). It is also possible to elect a Vice-chair if considered necessary.

9. What should the Trust Board do to monitor the work of Committees?

- 9.1 Trust Boards themselves remain responsible for decisions made by their Committees and Working Groups. Committees **must** (Regulation 20(2)) report on the decisions they make to the Trust Board and minutes or a report of the proceedings of the Committee or Working Party should be presented to the next meeting of the Trust Board by the Chair of the Committee or another member of the Committee in his or her absence.
- 9.2 Membership and remits of Committees of the Trust Board **must** (*Regulation 18(3)*) be reviewed every year and it is recommended that membership and remits of Working Groups are considered at the same time. Governor Support Service Clerks will automatically add this review to Trust Board agendas in the Autumn Term annually unless agreed otherwise. Trust Boards should use the opportunity of the review to consider whether they are happy with the arrangements for their Committees and Working Groups, particularly whether the powers they have delegated to Committees are being exercised in an appropriate and satisfactory manner.
- 9.3 Whichever powers have been delegated to a Committee of the Trust Board, it is always possible for the Trust Board to make a decision on an issue itself if the Trust Board so decide (*Regulation 18(2)*).

10. What part does the CEO/CFO/HT play in Committees and Working Groups?

- 10.1 The Headteacher can be a member of any Committee or Working Party but they do not have to be a member of all of these groups. Indeed, in practical terms it may not be possible for the CEO/CFO/HT to attend all of the meetings of all Committees and Working Groups of the Trust Board and it is usual for Trust Boards to consider carefully which groups the Headteacher will join. However, under the regulations the Headteacher does have the right to attend any meeting of any Committee or Working Party of the Trust Board whether they are a member or not (*Regulation 25(1b)*).
- 10.2 If the CEO/CFO/HT attends Committee meetings they are entitled to vote only if they are a member of the Committee (*Regulation 26(5)*).



11. Who clerks Committees or Working Groups?

- 11.1 Trust Boards **must** (*Regulation 23(2)*) appoint a clerk to each Committee of the Trust Board. The CEO/HT cannot be the clerk (even in an emergency). Trust Boards also have the power to remove the Clerk of a Committee. The Trust Board can appoint a governor as clerk to a Committee but the Department for Education recommends that Trust Boards appoint and pay a Clerk who can provide a professional service to the Committee.



Appendix 1

Establishing Committees: Decisions to be made

For each Committee of the Trust Board it is necessary for the Trust Board to decide on the following:

- Membership:** Which Trustees are members of the Committee
Who will be Associate Members of the Committee (if any)
Who will attend Committee meetings as Observers (if any)
- Quorum:** Minimum: Three Trustees
NB a majority of those present for a vote must be Trustees except in the case of the LGB
- Chair:** **Either:** To be elected by voting members of the Committee at the first meeting of each school year
Or: The Trust Board themselves to determine who is chair of the Committee
- Clerk** Trust Board to determine who will be Clerk (a professional Clerk is recommended)
NB Clerk cannot be the Headteacher
- Meetings:** Recommendation is at least termly.
Meetings to be called by the Clerk to the Committee after consultation with the Chair of the Committee and the CEO/HT
- Remit:**
1. On which matters are the Committee to make recommendations to the Trust Board
 2. Other matters for consideration by the Committee.



Appendix 2

Houlton CofE MAT Committee Structure

Terms of Reference

1. Finance and Resources / Audit and Risk Committee

- Membership:** Appointed by the Trust Board
The membership of the Committee may include Associate Members, provided that a majority of members of the Committee are Trustees.
- Quorum:** Not be less than three Trustees who are members of the Committee.

No vote can be taken unless a majority of those present are Trustees as opposed to Associate Members.
- Chair:** Annually appointed in the Autumn Term.

The Trust Board will decide whether to appoint the Chair or whether the Committee should do this.
In the absence of the Chair, the Committee shall choose an Acting Chair for that meeting from among their number.
- Meetings:** Termly (or dependent on present circumstances of the Trust). Meetings to be called by the Clerk to the Committee after consultation with the Chair of the Committee and the CEO
- Remit:** To act on behalf of the Trust Board in matters relating to:
- Financial Reporting and Accounts
 - Accounting Policies and Financial Procedures
 - Financial Regularity, Propriety and Compliance
 - Securing Value for Money / Benchmarking Financial Performance
 - Budget proposals
 - Procurement and Tender processes
 - Effective Management, Maintenance and Development Plans for Academy site(s)

The remit of the Finance and Resources / Audit and Risk Committee

in detail:

FINANCE

Delegated Powers:

To act on behalf of the Trust Board on:

- Actions following financial advice provided by Auditors, Responsible Officers, the ESFA and DfE
- Requirements set down in the Academy Financial Handbook
- Acting in accordance with the Financial SoDA
- Reviewing, adopting and monitoring Finance Policies
- Establish and maintain a long term plan (3 year) and resourcing, taking into account the priorities of the School Improvement Plan
- Drafting of the annual budget
- Ensuring that Value for Money principles are taken into account when determining expenditure
- The awarding of contracts and approving service level agreements and insurance arrangements.
- To approve the writing off of irrecoverable debts and the disposal of surplus and damaged equipment
- Budget monitoring
- To review, submit and ensure compliance with Schools Financial Value Standard (SFVS) including undertaking any actions identified
- Monitoring of expenditure patterns including the Benchmarking Report Card and use of the Financial Efficiency Metric Tool to evaluate spending decisions and budgetary performance ensuring that educational outcomes, cost effectiveness criteria and financial implications inform decision making.
- Preparing the Trustees Report to form part of the Statutory Accounts of the Trust Board and for filing with Companies Act requirements for Academies.



Other responsibilities

To consider and make recommendations to the Trust Board on:

- To review adopt and monitor all additional financial policies including policies on Charging and Remissions and Governor Allowances.
- Any potential problems or significant anomalies at the earliest possible point.
- Receive audit and responsible officer reports and recommend action as appropriate to findings
- Approve applications for Capital Grants

GDPR

Delegated Powers:

- To develop GDPR policy and discuss related matters and updates (including reviewing the GDPR audit on a regular basis)
- To receive any data breaches for discussion and appropriate action (including reporting back to the Trust Board)

PREMISES

Delegated powers

To act on behalf of the Trust Board on:

- Advice provided by the school premises management providers and set down in the Premises Management Documents
- A statement of priorities for the maintenance and development of the premises and grounds after inspection
- To keep under review the school Accessibility Plan
- The cost arrangements for maintenance, repairs and redecoration within the budget allocation and in association with the School Site Officer's reports and advice
- Arrangement of professional surveys and emergency work as necessary
- The preparation and implementation of contracts
- The quality of cleaning and grounds maintenance
- To make arrangements for the Committee to inspect the premises on a regular basis

Other responsibilities

To consider and make recommendations to the Trust Board on:



- Lettings Policy and charges

HEALTH AND SAFETY

Delegated powers

To act on behalf of the Trust Board on:

- Advice received from the school health and safety service provider on health and safety matters, including compliance with the Health and safety policy
- The school's compliance with health and safety regulations
- Reports and action following site safety inspections
- Respond to any health and safety audit report recommendations and ensure all risks are minimised

Other responsibilities

To consider and make recommendations to the Trust Board on:

- All Trust health and safety policies and risk assessments



2. HR, Pay and Remuneration Committee

- Membership:** Appointed by the Trust Board.
The membership of this Committee may include Associate Members, provided that a majority of members of the Committee are Trustees. The HR, Pay and Remuneration Committee will not include any member of staff employed by the Trust except in an advisory role.
- Quorum:** Not be less than three Trustees who are members of the Committee.
- Chair:** Appointed at the meeting
- Meetings:** Bi-Annually. Meetings to be called by the Clerk to the Committee after consultation with the Chair of the Committee and the CEO
- Remit:** To act on behalf of the Trust Board in matters relating to:
- Pay and related performance of staff (including the CEO/HT)
 - Develop policies relating to the management of Human resources
 - The Well-being and professional development of employees



The remit of the Pay Committee in detail:

The HR, Pay and Remuneration Committee will have full delegated powers from the Trust Board to take all decisions relating to pay in accordance with the Trust pay policy.

Pay and Remuneration:

- Ensuring that the whole school pay policy observes all statutory and contractual obligations, notably including compliance with the School Teachers' Pay and Conditions Document, Appraisal Regulations 2012 and Equalities Legislation.
- Reviewing the Trust Pay Policy and making recommendations to the full Trust Board for amendment where necessary.
- Reviewing the Trust pay structure on an annual basis to consider the impact of any changes to nationally recommended pay rates and reporting to the Trust Board as appropriate.
- Ensuring that the policy and performance assessment criteria is applied equitably and consistently for all staff.
- Ensuring that pay decisions are fair and equitable, in accordance with the school Appraisal Policy and take account of the recommendations of the CEO/HT.
- To receive an annual report on the performance management/ appraisal processes within the school.
- In accordance with the Pay Policy, determine appropriate pay for all staff employed in the Trust, including allowances and temporary recruitment and retention payments where appropriate.
- Review the Trust staffing structure specifically in respect to pay relativities of posts in the structure. Maintain an up to date staffing structure.
- Recommend the annual pay budget, including pay progression to the Trust Board.
- Ensure that external advice is sought where appropriate, particularly in respect of salary matters relating to the CEO/HT.
- Ensure accurate and up to date person specifications and job descriptions are maintained in school to inform pay decisions where necessary
- To clearly minute the reasons for all pay decisions and report the fact of these decisions to the next meeting of the Trust Board.
- Provide an annual report to the Trust Board summarising pay decisions and issues arising.



Human Resources

Delegated Powers

To act on behalf of the Trust Board on:

- The staffing complement and structure, based on the CEO/HT recommendations, the development plan, resources available and effective operation of the Trust
- Ensuring any recruitment practices comply with safer recruitment requirements
- Ensure that a single central record is maintained for all employees and volunteers and complies with Safeguarding requirements
- Actions following personnel advice provided by the school HR provider and ensure HR policies are regularly reviewed and in place
- Implementing the procedures for the management of change including redundancy, TUPE and redeployment and staff issues as above
- The school's compliance with statutory obligations regarding employees
- Consideration of work life balance for employees
- Consultation procedures with recognised trade unions
- The dismissal of a member of staff. (The Committee will consist of three Trustees for this purpose)
- Any other decision concerning an individual member of staff, which is the responsibility of the Trust Board and against which the member of staff has a right of appeal. (The Committee will consist of three Trustees for this purpose)

Well-Being and Professional development

Delegated Powers

To act on behalf of the Trust Board on:

- Ensuring working practices within the Trust promote well-being for all Staff
- Ensuring all employees have access to training and continuous professional development opportunities



Local Governing Body St Gabriel's CofE Academy

- Terms of Reference

- Membership:** Appointed by the Trust Board
Six DBE approved members including in an Ex-Officio role, the Local Vicar
Up to two members of the LGB may be Parent Governors
One Staff member (excluding the HT) may be a Staff Governor
The Academy HT will be a member of the LGB
Up to two co-opted Governors representing the local community
- The majority of members of the LGB should not also be Trustees.
- Quorum:** Not be less than 66% of members of the LGB
- Chair:** Annually appointed in the Autumn Term.
- (The Trust Board will decide whether to appoint the Chair and Vice-Chair or whether the Committee should do this)
In the absence of the Chair, the Vice-Chair will conduct the meeting. In the absence of both, the LGB shall choose an Acting Chair for that meeting from among their number.
- Meetings:** Termly (or dependent on present circumstances of the Academy.)
Meetings to be called by the Clerk to the LGB after consultation with the Chair of the LGB and the HT
- Remit:** To act on behalf of the Trust Board in matters relating to:
- The Ethos and Mission Statement for the Academy
 - Academy Performance
 - Local Academy Policies, Procedures and Practices
 - Engagement with Local Stakeholders
 - Academy Key Priorities, School Improvement Plan and Self-Evaluation
 - Formal Complaint Procedures
 - Celebrating and Promoting Academy Achievements and PR



The remit of the Local Governing Body in detail:

Delegated powers

To act on behalf of the Trust Board in:

- Establishing Local Policies, Procedures and Practices for the Academy
- Review and Approve Ethos and Mission Statement for the Academy
- Agree Annual Schedule of Business for LGB
- Review and Report on Academy Performance
- Review and Approve Local Academy Policies
- Ensure Statutory Information is Published on Academy website
- Ensure Safeguarding and Welfare Provision is Embedded
- Review Academy Mobility, Admissions and Appeals
- Submit Annual Report of LGB Work to Trust
- Engage with Local Stakeholders
- Approve Key Priorities, School Improvement Plan and Self-Evaluation
- Receive Notice of Exclusions and Conduct Appeals
- Conduct Stage Two of Formal Complaint Procedures
- Review Academy Attendance
- Approve Academy Curriculum
- Review Staff Development and Deployment
- Celebrate and Promote School Achievements and PR
- Approve Pupil Premium and Sport Premium Strategy
- Receive Link Governor and Committee Reports