

LEVER ACADEMY TRUST

Trust and Governing Board Procedures, Committees and Terms of Reference

2020/21

Vision and Values:

The driving force of all our staff is that

‘we help every student achieve things they never thought they could’

Little Lever Academy	
OUR CORE	WHAT WILL THE FUTURE LOOK LIKE
CORE PURPOSE	10 year GOAL
To help every person achieve things they never thought they could	To be recognised as one of the best (top 100) schools in the country
CORE VALUES	VIVID DESCRIPTION
<ul style="list-style-type: none">• Respect individuals• Be proud of who we are and what we achieve• Focus on people...• Encourage creativity and collaboration• EXPECT EXCELLENCE – NO EXCUSES	<p>We will ignite a desire to succeed in every person, regardless of their gender, ethnicity, disability or socio-economic status. We will transform every child's life and raise their aspirations. We will build self-worth and confidence for the children in our care so they stand as equals among any social circle. We will be relentless in meeting students' needs so no child is held back and no child is left behind. We will never give up on any individual and will ensure every child is known and feels valued. Little Lever staff will feel valued and proud of the job they do. They will be solution focussed and will be recognised nationally for their creative, collaborative and innovative ways to help children achieve things they never thought they could. We will help, support and collaborate with other schools to provide an exceptional standard of education.</p>

Leadership with Vision:

Governance and Leadership at Lever Academy Trust is distributed through the following bodies:

Board of Trustees:

The Lever Academy Trust is governed by non-executive directors under a Memorandum of Association and Articles of Association. This Board is responsible for ensuring high standards of corporate governance are maintained. The Board exercises its powers and functions with a view to fulfilling a largely strategic leadership role in the running of the Academy.

The Board is also governed by the terms of any Funding Agreements that are in place and the Academies Financial Handbook (AFH)

Board of Trustees Sub Committees:

The regular workload of the Board of Trustees is managed by the Board itself. There is an Audit sub-committee, a Standards Committee, a Resources Committee and a Pay Committee. The Board retains the right to create committees to deal with specific issues as they arise. Specific matters may be delegated to these committees in order for a smaller group of trustees to consider and where appropriate agree matters on behalf of the Trust. The Full Trust Board meets four times a year including the AGM. Each meeting concentrates on monitoring and reviewing the Standards and Financial health of the Academy (academies) from the reports from the Standards and Resources Committees. These committees feed directly to the Full Trust meetings three times a year.

- Audit Committee
- Standards Committee
- Resources Committee
- Pay Committee

Local Governing Board:

As the Lever Academy Trust grows Local Governing Boards will be established for each school and new Terms of Reference will be drawn up in consultation with each school who wishes to join the Lever Academy Trust.

Board of Trustees Sub Committees:

Audit Committee

- Advise the Trust on the annual and long term audit programme
- Review effectiveness of internal control and risk management systems
- To review Code of Practice, fraud and whistleblowing
- To review internal and external audit reports

Pay Committee

- Review pay structure
- Review restructuring plans
- Review appraisals' recommendations
- Approve pay

Standards Committee

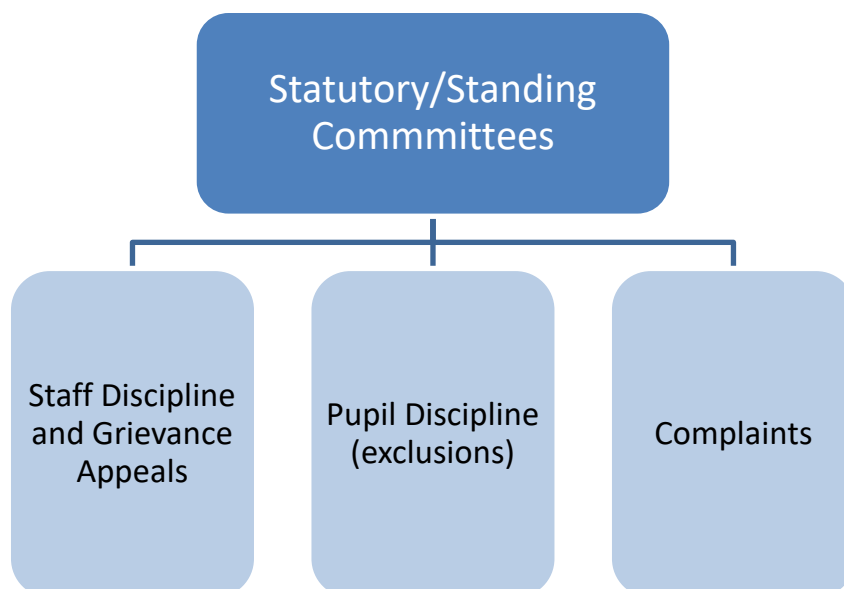
- Curriculum Provision
- Teaching and Learning
- Outcomes and progress
- Inclusion - Off Rolling
- Personal Development
- Behaviour and Attitudes
- Attendance

Resources Committee

- Personnel Matters
- Financial Matters
- Premises and Building Matters

Statutory Committees

Statutory committees only meet when required relating to matters such as staff discipline and appeals, pupil discipline and complaints.



Conduct of Trustees / Governors

This Code of Practice has been developed to support Trustees and Governors in their role within the Lever Academy Trust and to assist in its continual development and ensure good governance of the organisation. This code of conduct has been derived from national good practice for the charity sector.

The Key Principles of good governance:

Trust Board Leadership

- **The role of the Board:** Trustees have and must accept ultimate responsibility for directing the affairs of the organisation, ensuring it is solvent, well-run and delivering the outcomes for which it has been set up
- **Strategic role of the Board:** Trustees should focus on the strategic direction of their organisation and avoid becoming involved in day to day operational decisions and matters
- **Compliance:** The Board must ensure that the organisation complies with its own governing document, relevant laws and the requirements of any regulatory bodies
- **Internal controls:** The Board should maintain and regularly review the organisations system of internal controls, performance reporting, policies and procedures.
- **Managing risk:** The Board must act prudently to protect the assets and property of the organisation and ensure that they are used to deliver the organisations objectives. The Board must meet regularly to review the risks and take action to mitigate risks identified.
- **Equality and diversity:** The board should ensure it upholds and applies the principles of equality and diversity and that the organisation is fair and open to all sections of the community in all of its activities
- **Trustee duties and responsibilities:** Trustees should understand their duties and responsibilities and should have a statement defining them
- **The effective Board:** The Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of Trustees
- **Information and advice:** Trustees should ensure that they receive the advice and information they need in order to make good decisions

- **Skills and experience:** The Trustees should have a diverse range of skills, experience and knowledge needed to run the organisation effectively
- **Development and Support:** Trustees should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties
- **Confidentiality:** Trustees should ensure that they communicate with 'other parties' in agreement with the stance of the Trust Board and agree to maintain confidentiality where appropriate or otherwise stated.

Trust Board review and renewal

- **Performance Appraisal:** The Board should annually review and assess its own performance, that of individual Trustees and of sub-committees and other bodies
- **Renewal and recruitment:** The Board should have a strategy for its own renewal. Recruitment of new Trustees should be open and focussed on creating a diverse and effective Board.
- **Review:** The Board should periodically carry out strategic reviews of all aspects of the organisations work and use the results to inform positive change and innovation.

Trustees and Governors integrity

- **No personal benefit:** Trustees and governors must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation
- **Conflicts of interest:** Trustees and governors should identify and promptly declare any actual or potential conflict of interest affecting them
- **Probity:** There should be clear guidelines for receipt of gifts or hospitality by trustees and governors

The Open Board (The Trust)

- **Communication and consultation:** The Trust Board should identify those with a legitimate interest in its work (stakeholders) and ensure that there is a strategy for regular and effective communication with them about the organisations achievements and work
- **Openness and accountability:** The Trust Board should be open and accountable to stakeholders about its work and the governance of the organisation
- **Stakeholder involvement:** The Trust Board should encourage and enable the engagement of key stakeholders in the organisations

Seven Principles of Public Life

The Trust Board and its members will, at all times, uphold the Seven Principles of Public Life, known as the Nolan Principles. They are:

- **Selflessness** –holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family and their friends
- **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties
- **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices based on merit
- **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office
- **Openness** – Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it
- **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest
- **Leadership** – Holders of public office should promote and support these principles by leadership and example

Full Trust Board Terms of Reference and Delegation Structures

1 Full Trust Board

<u>Members:</u>	Full Board of Trustees (Karina Carter, Paul Hodgkinson, Sally McFarlane, Edward Mellor, Paul Philbin, Jane Jones, Jane Thompson, Judith Twentyman, Mike Isherwood)
<u>Attendees:</u>	Full Board of Trustees, the Principal, Academy Business Manager,
<u>Chair:</u>	Karina Carter
<u>Clerk:</u>	One Education
<u>Quorum:</u>	At least 5 Trustees

Terms of Reference:

Membership and attendance:

- 1) The Trust Board may require the attendance of relevant individuals as appropriate to assist in the execution of its roles and responsibilities
- 2) The Trust will appoint a Chair from amongst the Trustees
- 3) The Trust shall have access to sufficient resources to carry out its duties, including induction and on-going training

Meetings:

- 1) The Trust will meet a minimum of three times a year and attend the AGM normally at a date convenient to review the relevant information from the Audit Committee, Standards Committee and the Resources Committee
- 2) Additional meetings may be requested by any of its members or at the request of external or (as appropriate) internal auditors if considered necessary.

Responsibilities of the Board of Trustees:

Trustees are responsible for addressing such matters as:

- Policy development and strategic planning, including target setting to keep driving Academy improvement forward
- Ensuring sound management and administration of the Academy and ensuring that managers/leaders are equipped with relevant skills and guidance
- Ensuring compliance with all legal requirements
- Establishing and maintaining a transparent system of prudent and effective internal controls
- Managing the Academies financial, human and other resources (in particular control over the spending identified in the academy budget plan)
- Monitoring performance and the key performance indicators and ensuring that plans for improvement are acted upon
- Help the academy to be responsive to parents and the community and making it more accountable through consultation and reporting
- Setting the academy standards of conduct and values
- Assessing and managing risk (including preparation of a statement on the Academy's risk management for the annual report and accounts). The risk management process should include preparation of a risk register and a contingency and business continuity plan to deal with crises that could the Academy could face.
- Ensuring that procedures are in place to ensure that employees of the Academy are paid for work done in accordance with their contracts of employment with the Academy
- Ensure that the Academy has adequate insurance cover to support its activities as an employer e.g employers' liability insurance, fidelity insurance, Director indemnity, public liability insurance.

The Board of Trustees is the approving body and will meet at least 4 times a year (including the AGM). The Trust sub committees carry out work on behalf on the Board of Trustees

The sub committees of the Trust (Audit, Standards, and Resources) support the Board of Trustees in a range of delegated and preparatory duties and report at Full Trust meetings the work done and / or make recommendations on matters which the Board of Trustees may not delegate.

The Trust ensure all relevant Academy policies are in place and amended as and when required. The Trust may delegate this to sub-committees and they would be required to report to the Trust as appropriate.

As the Trust is a company, limited by guarantee with charitable status, the Trustees who sit on the board are the legal Directors of the charity. This confers certain obligations upon the Trustees to protect the assets, property and good name of the charity. The legal requirements of Trustees are set out below:

Trustees have full responsibility for the company and must:

- Act together and in person and not delegate control of the charity to others
- Act strictly in accordance with the Academies governing documents
- Act in the Academies interest only, without regard for their private interests
- Manage the Academies affairs prudently throughout the life of the Academy
- Not derive any personal benefit or gain from the Academy
- Take proper professional advice on matters on which they are not themselves competent

In managing the company's finances, Trustees must:

- Ensure that bank accounts, financial systems and financial records are operated by more than one person
- Ensure that all the Trust's property is under the control of the Trust
- Keep full and accurate accounting records
- Prepare accrual accounts giving a true and fair view of the Academy's incoming resources and application of resources during the year and of its state of affairs at the year end.

Performance management of the Principal:

- The Chair of the Trust will conduct the performance management of the Principal with at least one other Trustee. The Academy SIP advisor will provide external validation and support to the Trust.

Expectations of Trustees**Trustees attendance at Board Meetings**

It is expected that Trustees should attend at least 4 Board meetings a year (including the AGM). This will be recorded by the Clerk and reported to the Chairperson of the Board on a yearly basis. If a Trustee without good cause fails to attend 3 Board meetings, the Chairperson will be responsible for discussing the matter with the relevant Trustee to identify a suitable conclusion to the issue.

Leave of Absence

There may be occasions where Trustees need to consider taking a prolonged leave of absence, due to personal reasons. A Trustee should request this leave of absence from the Chairperson identifying the likely length of time they are to be absent from their role as Trustee. If the Chairperson does not agree to this leave of absence the Trustee can, if they so desire, request this be considered by the whole Board.

Training and Development

Trustees should feel confident in their role. It will be the role of the Chairperson to support Trustees to develop by providing a variety of training and support opportunities. The Chairperson will co-ordinate an induction programme for new Trustees. It is the role of the Trustee to identify whether there is any additional support or training they desire.

Payments

It is illegal for Board members to receive any remuneration for their work as Trustees other than payment of all reasonable out of pocket travel, accommodation or other expenses legitimately incurred by them in connection with their attendance at meetings acting in the capacity of a Trustee. No Trustee may hold any interest in property belonging to the Trust, nor may a Trustee receive remuneration in respect of any contract to which the Trust is a party.

Trustees agree to follow EFSA guidelines on 'Related Party' (FRS 8) transactions.

Audit Committee Terms of Reference and Delegation Structures

2 Audit Committee

<u>Members:</u>	3 members of the Board of Trustees (Edward Mellor, Karina Carter (Chair of the Trust), Mike Isherwood)
<u>Attendees:</u>	Accounting officer who will be the Principal, School Business Manager, Responsible Officer
<u>Chair:</u>	Edward Mellor
<u>Clerk:</u>	Secretary to the Trust
<u>Quorum:</u>	At least 3 Trustees

Terms of Reference:

Membership and attendance

- 4) The Committee shall be appointed by the Board of Trustees and shall be made up of at least 3 Trustees. A quorum shall be three Trustees
- 5) At least one member of the Committee shall have recent and relevant financial experience
- 6) The Committee may require the attendance of relevant individuals as appropriate to assist in the execution of its roles and responsibilities
- 7) Appointments to the Committee shall be for a period of up to three years, which may be extended for two further three – year periods
- 8) The Trust will appoint the Committee Chair from amongst the Trustees
- 9) The Committee shall have access to sufficient resources to carry out its duties, including induction and on-going training

Meetings:

- 3) The Committee will meet a minimum of three times a year normally at a date convenient to review the internal audit reports for the periods ending December and April
- 4) Additional meetings of the Committee may be requested by any of its members or at the request of external or (as appropriate) internal auditors if considered necessary.

Authority:

- 1) The Audit Committee is an advisory body with no executive powers.
- 2) However, it is authorised by the Board of Trustees to investigate any activity within its terms of reference, and to seek any information it requires from Trust employees, who are requested to co-operate with the Committee in the conduct of its enquiries
- 3) Requests for work and reports will be channelled through the Accounting Officer
- 4) The Audit Committee is authorised to obtain, at the Trust's expense, independent professional advice if considered necessary.
- 5) In the case of dispute a Board of Trustee decision will override that of the Committee. In such cases the Chair of the Committee has the right to report such a decision to the Trust's external auditors after discussion with the Board of Trustees about this proposed course of action. The Chair of the Committee will be given access to paid legal advice from the Trust's legal advisors.

Reporting:

- 1) To make whatever recommendations to the Board of Trustees it deems appropriate on any area within its remit
- 2) To report formally to the Board of Trustees on its proceedings after each meeting on all matters within its duties and responsibilities
- 3) To review at least once a year to the Board of Trustees its constitution and Terms of Reference and recommend any changes necessary to the Board

Risk Management:

- 1) To consider and advise the Board of Trustees on the Trust's annual and long-term audit programme
- 2) To monitor and review procedures for ensuring the effective implementation and operation of financial systems and controls, including the implementation of bank account arrangements and, where appropriate, to make recommendations for improvement.
- 3) To review the effectiveness of the Trust's internal control and risk management systems which are established to ensure that the aims and key performance indicators (financially, operationally and academy performance) of the organisation are achieved in the most economic, effective and environmentally sustainable way.
- 4) To review the operation of the Trust's Code of Practice for Trustees, Code of Conduct for staff and for procedures such as detecting fraud or whistleblowing.
- 5) To review the assessment of the overall population of risk within the risk register, including any changes during the period

External Audit:

- 1) To review the Trust's internal and external financial statements and reports and any other financial information to be presented to the Board of Trustees or to auditors and to ensure these reflect best practice
- 2) To receive auditor's reports and to recommend to the Trust Board action as appropriate
- 3) To recommend to the Trust Board the appointment or re-appointment of the auditors
- 4) To oversee the Trusts relationship with the external auditor including terms of engagement, agreement of fees, annual assessment of independence and objectivity of the auditor and any ethical guidance relating to non-audit work undertaken
- 5) To agree with the external auditor the nature and scope of each forthcoming audit and to ensure that Trust staff co-operate fully with the auditor
- 6) To meet with the external auditor to discuss the auditor's remit and any issues arising from the

audit

- 7) To consider the review of the audited financial statements and Trust Board reports provided by the external auditor and make recommendations in relation to their acceptance to the Trust Board. To consider and address issues raised in any management letter issued by the external auditors following an audit.

Internal Audit:

- 1) To annually review internal audit requirements
- 2) To ensure that the internal audit function is adequately resourced including access to external specialists as and when required.
- 3) To review and monitor management's responsiveness to internal audit findings and recommendations
- 4) To ensure that the Trust's internal audit service has appropriate access to information, adequate seniority, is free from management and other restrictions and is independent of activities under audit
- 5) To ensure that the internal auditor and any external specialist auditor have direct access to the Audit Committee and to the Chair of the Trust and are able to meet with the Audit Committee without management being present.

3 Pay Committee

Members: 3 members of the Trust

Chair: Elected at each meeting

Clerk: Secretary to the Trust

Quorum: At least 2 Trustees

Terms of Reference:

- with the Principal review and approve the pay structure and relevant policies
- with the Principal review restructuring plans and recommend to the Trust
- with the Principal review the annual pay progression recommendations and approve on behalf of the Trust

4 Resources Committee

<u>Members:</u>	3 members of the Trust (Paul Philbin, Sally MacFarlane (Vice Chair of the Trust) and Judith Twentyman)
<u>Attendees:</u>	3 members of the Trust, the Principal, the Academy Business Manager
<u>Chair:</u>	Paul Philbin
<u>Clerk:</u>	Secretary to the Trust
<u>Quorum:</u>	At least 3 Trustees

Terms of Reference:

- 1) Follow the EFA Financial handbook procedures and overall financial management policy for the Trust in light of Trust policies
- 2) To consider and review as appropriate from time to time policies relating to management of staff, including the Academy pay and performance management policies.
- 3) To prepare and recommend the initial/original academy spending plan and the revised academy spending plan to support the priorities of the Academy Improvement Plan.
- 4) Monitor the impact of the Pupil Premium grant and Year 7 Catch Up funding
- 5) Monitor the academy's compliance with Health and Safety
- 6) Review all matters relating to premises and physical resources and provide a statement of priorities for maintenance and development
- 7) To review and recommend to the Trust the staffing structure in relation to the School Improvement Plan and curriculum requirements, and in the light of resources available.
- 8) To monitor and evaluate the staff development programme in relation to curriculum and professional development needs as identified through appraisal procedures and within the context of the School Improvement Plan
- 9) To ensure, via the Principal, that entries in the Single Central Record are maintained and updated as necessary and that the relevant safeguarding checks are undertaken for employees and volunteers.

5.1 Appointment Delegation Structure

At least one member of the appointments panel must have completed accredited safer recruitment training.

Teaching staff at Vice / Assistant Vice Principal level

- Principal with two Trustees or /Members

Teaching staff to middle leadership and TLR positions

- Principal with at least one appropriate senior/ middle leadership staff/ Trustee/Member

Teaching staff below middle leadership and TLR positions

- Principal or Vice Principal with at least one appropriate senior / middle leadership staff/ Member/Trustee

Support Staff

- Senior Leadership with at least one appropriate staff member

5.2 Standing Orders

The Trust must follow the EFA Financial Handbook procedures and Trust policies.

Any decision made by the Trustees relating to the awarding of a contract (including reasons for limiting tenders) should be minuted in the record of the actual meeting at which the decision was taken. In general terms, governors must adopt as a minimum the following:

- For purchases of goods and services including suppliers' catalogues where appropriate, governors should, where practical, obtain three written quotations.
- For purchases of goods and services where the contract value is reasonably estimated to be above **£15,000** at least three written quotations should be obtained
- For purchases where the contract value is reasonably estimated to be above **£50,000**, governors must advertise for application to tender in a local journal with a reasonably wide circulation and/or in a relevant trade or professional journal. Tenders should be received in sealed envelopes with no identifying marks and kept sealed until the closing date for receiving tenders.
- Where the estimated expenditure of the total contract is likely to exceed EU financial thresholds then EU legislation/procedures apply. Governing boards are required to advertise in the OJEU (Official Journal of the European Union.) EU guidance notes can be obtained from the Corporate Procurement section. Contracts may not be split in order to circumvent the rules.
- In all cases governors should record in the formal minutes of the meeting which bid, if any, has been recommended to the Trust. The Trust will record which bid has been accepted and the reasons(s) for choosing the bid. Trustees need not accept the lowest tender but should have

regard to their responsibility in securing value for money in respect of expenditure of public funds.

5.3 Financial Delegation Structure

The Trust committee

- will implement the overall financial management policy for the Trust in light of the Trust policies
- will recommend the initial/original school spending plan and the revised school spending plan by the end of July and October respectively if impracticable to the Trust.
- will approve purchases **above £30,000**
- will approve virement of funds **above £20,000**
- will receive monthly budget monitoring reports
- receive a termly report on the impact of the Pupil Premium Grant and Year 7 Catch Up Funding
- will be responsible for accepting tenders in line with stated policy
- with the assistance of the Principal will prepare initial spending plan to support the priorities of the School Improvement Plan
- will prepare the revised spending plan, consistent with the priorities of the School Improvement Plan
- will review Service Level Agreements for continuation annually in line with the initial school spending plan.
- will receive regular monitoring reports
- will conduct benchmarking comparisons with other similar schools locally and nationally annually.
- To monitor the impact of the Pupil Premium Grant allocation and correlate how the funding is spent to improve the outcomes for children

Principal

- will be responsible for preparing a draft spending plan for submission to the Finance Committee
- will be responsible for day to day financial management including purchases **up to £30,000** and all expenditure to be in support of the school spending plan
- will approve virement of funds **up to £20,000**
- will be responsible for maintaining financial management systems
- will be responsible for administering any further delegation

Budget holders

- authorised to spend monies delegated by the Principal on areas in line with the school spending plan.

Academy Business Manager

- will be responsible for maintaining financial records and monitoring systems
- will prepare monthly monitoring reports for the principal

5.4 Premises Management

1. With the Principal review all matters relating to premises and physical resources.

2. To ensure inspection of the premises and grounds, and prepare a statement of priorities for maintenance and development.
3. To monitor the school's compliance with Health and Safety regulations.
4. To receive and consider reports on the testing of the school evacuation / invacuation procedure
5. To receive and consider audits of the buildings and fabric and recommend remedial action if required.
6. To monitor and review services from external providers and, where necessary, procure new services.
7. To prepare, implement and review from time to time a lettings and charges policy.
8. The Principal is authorised to incur expenditure on day to day repairs and maintenance, equipment and materials within the approved spending plan.

5 Standards Committee

<u>Members:</u>	3 members of the Trust, (Paul Hodgkinson, Jane Jones, Jane Thompson)
<u>Attendees:</u>	4 members of the Trust, the Principal, members of the Senior Leadership team as and when required
<u>Chair:</u>	Paul Hodgkinson
<u>Clerk:</u>	Secretary to the Trust
<u>Quorum:</u>	At least 3 Trustees

Terms of Reference:

1. To fulfil its statutory responsibilities for:
 - the overall school curriculum and learning programmes including the National Curriculum
 - religious education and collective worship
 - sex and relationship education,
 - equal opportunities and equality,
 - careers advice and guidance,
 - the identification, assessment and provision for pupils with special educational needs
 - Promotion of British Values (the promotion of tolerance of and respect for people of all faiths (or no faith), cultures and lifestyles to prepare children and young people positively for life in modern Britain)
2. To monitor and evaluate the implementation of individual subject curriculum policies and to review them from time to time. (There is no requirement for school policies for individual curriculum subjects to be approved by the Governing Board; however, the Governing Board should ensure, through the Principal, that policies are drawn up and put into practice in line with the aims, values, ethos and academy improvement plan agreed by the Board of Trustees and in accordance with statutory requirements.)
3. To monitor that learning programmes or a curriculum is provided that has suitable breadth, depth and relevance to meet any statutory requirements as well as the needs and interests of children, learners and employers, nationally and in the local community.
4. To monitor and evaluate the effectiveness of teaching and learning in delivery of the curriculum including the effectiveness and rigour of the Academy's assessment procedures, and use these findings to develop capacity for sustainable improvement and to narrow gaps in achievement between groups of children and learners.
5. To consider the impact of teaching and learning and progress in different subjects and year groups.
6. To regularly review the strategic direction of the academy to ensure that the vision, values and

ethos are current and appropriate and aligned to the Trust's vision and values.

7. To monitor and evaluate the effectiveness of Special Educational Needs and Disability provision.
8. To consider how the Disadvantaged Children Grant (Pupil Premium) funding and other resources are used to improve the outcomes for children and overcome barriers to learning.
9. To consider school performance in relation to comparable schools both locally and nationally in terms of benchmarking
10. To consider school performance data and monitor school targets for pupil attainment.
11. To monitor and evaluate implementation of school self-evaluation and the School Improvement Plan.
12. To monitor that appropriate careers advice and guidance is provided to children and learning to ensure that they are well prepared for the next stage in their education, training or employment.
13. To ensure that the school publishes and updates information on the school website as per 'The School Information Regulations 2012' (admissions arrangements, how to access the latest Ofsted inspection reports, where to access DFE school performance tables, most recent Key Stage 2 / 4 results, curriculum content, behaviour policy, pupil premium allocation, Governing Board duties in relation to SEN, the schools charging and remission policy, a statement of the school's ethos and values, information relating to the allocation of Year 7 English and mathematics catch-up grant if appropriate)
14. To monitor and evaluate, and review where appropriate, policies relating to pupil health, safety and welfare (including safeguarding and child protection), behaviour and discipline.
15. To monitor and evaluate, and review where appropriate, policies that actively promote equality and diversity, tackle bullying and discrimination.
16. To monitor and evaluate, and review where appropriate, policies relating to social inclusion (including Children Looked After) and special needs inclusion.
17. To ensure that safeguarding arrangements to protect children, young people and learners meet all statutory and other government requirements, promote their welfare and prevent sexual exploitation, radicalisation and extremism
18. To ensure there are rewards systems in place which impact positively on achievement, attendance and behaviour.
19. To monitor pupil attendance and absence rates and pupil exclusion rates and to consider strategies to improve them. (including children missing education)
20. To be responsible for addressing issues of relationships with the community and issues of promoting the school.
21. To actively seek the views of learners and parents/carers and of the school's stakeholders and partners in order to inform the Trust in their recommendations for any proposals

22. To have oversight of the development of and to monitor extended school provision.

Statutory Committees

The following committees do not have a direct bearing on school self-evaluation or the Ofsted inspection framework.

7

Staff Appeals (Including Grievance And Dismissal Appeals) Committee

<u>Members:</u>	At least 3 impartial Members/Trustees (excluding the Principal and staff) (Must be at least equal in number and different than the Trustees/members who heard the case at the first stage)
<u>Quorum:</u>	At least 3 Members/Trustees

Terms of reference:

- 1) The Committee has delegated authority to act to hear any appeal lodged under the Trust staffing procedures.

8

Complaints Committee

<u>Members:</u>	At least 3 impartial Trustees (excluding the Principal and staff) to be drawn from a panel of available members of the Trust.
<u>Quorum:</u>	At least 3 Members/Trustees

Terms of Reference:

- 1) To hear and make a decision on any complaint at stage 3 of the formal complaints procedure.

9 Pupil Discipline Committee

Members: At least 3 impartial Members/Trustees (excluding the Principal and staff) to be drawn from a panel of available members of the Trust.

Quorum: At least 3 Members/Trustees

To operate within the statutory procedures relating to pupil exclusions, in particular:

- 1) To consider representations about any fixed term exclusion
- 2) To consider fixed term exclusions of more than 15 days in one term (including exclusions which in aggregate come to more than 15 days) and permanent exclusions.
- 3) To consider recommendations and/or directions from the independent review panel as appropriate.

Nominated Governor Roles/Responsibilities

KEY AREA	LINK TRUSTEE	SCHOOL LEADER
Leadership and Management	Sally McFarlane	Dominic Mckeon
Behaviour and Attitudes	Paul Hodgkinson	Phil Davies
Personal Development / Disadvantaged Students (Life Chances)	Paul Hodgkinson	Rachel Naylor / Phil Davies
Quality of Education	Jane Jones / Jane Thompson	Michelle Moore/Rachel Naylor/ Phil Davies/Simon Cordwell/ Subject Leaders
Safeguarding / HR	Karina Carter	Phil Davies / Andrew Cook
Finance	Edward Mellor	John Adamopoulos
Health and Safety	Paul Philbin	John Adamopoulos
SEND	Sally McFarlane	Carleen Fernside
Community	Judith Twentyman	Simon Cordwell / John Adamopoulos

MEETING SCHEDULE 2020 / 21

Meeting	TRUST AGENDA	Date	Time
Extraordinary Trust Board meeting	<ul style="list-style-type: none"> Appointment of Chair / Vice Chair Update on return to school 	Weds 30.09.20	6-7.30pm
Pay Committee (delegated powers from the Trust)	<ul style="list-style-type: none"> Approve Pay Policy Approve Pay Progression recommendations 	Weds 14.10.20	5.00pm
TRUSTEE WEEK	<ul style="list-style-type: none"> Meet with School Leaders who oversee designated Link Trustee area – Identify 1 area that is working well and 1 area that needs improvement. 	W/B 09.11.20	Any time
Standards Committee Resources Committee (Chairs appointed)		Weds 02.12.20	5-6.30pm 6.45pm-8.15pm
Audit Committee	<ul style="list-style-type: none"> Review Audit findings Review Risk Register Review Standards and Resources minutes 	Weds 09.12.20	6-8.00pm
Full Trust	<ul style="list-style-type: none"> Key Priorities – update on KPIs Policy Reviews Pay Progression Recommendations Report Review and approve Scheme of Delegation Review and approve Terms of Reference Standards and Quality Committee minutes Resources and Finance Committee minutes Risk and Audit Committee minutes Review Statutory Accounts CLFP 	Weds 16.12.20	6-7.30pm
AGM	<ul style="list-style-type: none"> Approve Statutory Accounts 	Weds 16.12.20	7.30-8.00pm
TRUSTEE WEEK	<ul style="list-style-type: none"> Meet with School Leaders who oversee designated Link Trustee area – Revisit 1 area that is working well and 1 area that needs improvement. What has been the impact? 	W/B 01.03.21	Any time
Standards Committee Resources Committee		Weds 17.03.21 Weds 17.03.21	5-6.30pm 6.45pm-8.15pm
Audit Committee	<ul style="list-style-type: none"> Review Risk Register (SEF) Review Standards and Resources minutes 	Weds 24.03.21	6-8.00pm
Full Trust	<ul style="list-style-type: none"> Key Priorities – update on KPIs Academy Improvement Plan Summary SEF CLFP Update Risk and Audit Committee minutes Standards and Quality Committee minutes Resources and Finance Committee Minutes 	Weds 21.04.21	6-8.00pm
TRUSTEE WEEK	<ul style="list-style-type: none"> Meet with School Leaders who oversee designated Link Trustee area – Revisit 1 	W/B 10.05.21	Any time

	area that is working well and 1 area that needs improvement. What has been the impact?		
Standards Committee Resources Committee		Weds 16.06.21	5-6.30pm 6.45pm-8.15pm
Audit Committee	<ul style="list-style-type: none"> Review Risk Register (SEF) Review Standards and Resources minutes 	Weds 30.06.21	6-8pm
Full Trust	<ul style="list-style-type: none"> Key Priorities – update on KPIs Approve Academy Improvement Plan SEF update Resources and Finance Committee minutes Approve Budget Standards and Quality committee minutes 	Weds 07.07.21	6-8pm

Summary 2020 / 21

Trustee Week	Standards	Resources	Audit	Full Trust	AGM	Extraordinary Meetings	Pay Committee
09.11.20	02.12.20	02.12.20	09.12.20	16.12.20	16.12.20	30.09.20	14.10.20
01.03.21	17.03.21	17.03.21	24.03.21	21.04.21			
10.05.21	16.06.21	16.06.21	30.06.21	07.07.21			

PARENTS' FORUM

Date	Time	Room
Tues 13.10.20	6-7pm	TBC
Tues 23.02.21	6-7pm	TBC
Tues 22.06.21	6-7pm	TBC

TRUSTEE WEEK

Link Trustees and School Leaders:

KEY AREA	LINK TRUSTEE	SCHOOL LEADER
Leadership and Management	Sally McFarlane	Dominic McKeon
Behaviour and Attitudes	Paul Hodgkinson	Phil Davies
Personal Development / Life Chances	Paul Hodgkinson	Rachel Naylor / Phil Davies
Disadvantaged students	Paul Hodgkinson	Ian Rowlinson
Quality of Education	Jane Jones / Jane Thompson	Michelle Moore / Rachel Naylor / Simon Cordwell Plus any Middle Leader
Safeguarding	Karina Carter	Andrew Cook
HR	Karina Carter	John Adamopoulos
Finance	Edward Mellor	John Adamopoulos
Health and Safety	Paul Philbin	John Adamopoulos
SEND	Sally McFarlane	Carleen Fernside
Community	Judith Twentyman	Simon Cordwell / John Adamopoulos