BORDEN GRAMMAR SCHOOL

# Trustee Terms of Reference

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# Terms of Reference for Borden Grammar School Trust

These Terms of Reference should be read alongside the Scheme of Delegation. The Terms of Reference explain the remit, membership, quorum and reporting arrangements for the Trust Board, committees, panels and individual delegated trustees. The Scheme of Delegation records where formal decision-making authority sits.
The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The board has resolved to conduct its business by adopting the committee model structure and to delegate statutory functions to:

- a curriculum and learning committee,
- a finance and resources committee (incorporating an audit and risk committee) and
- a pastoral and wellbeing committee

In addition, the board will appoint the DfE identified individual delegated trustee roles of:

- Safeguarding, which includes online safety
- SEND
- Careers (secondary)

The board will also appoint delegated trustee for:

- Health and Safety
- Pupil Premium – as identified in DfE PP statement
- Attendance & Behaviour – as identified in the DfE attendance guidance
- Cybersecurity - as identified in DfE meeting digital and technology standards in schools
- Training and development – DfE recommended for focus on the development needs of the board
- Whole school wellbeing
- Sixth Form
- Finance
- Sustainability

Having delegated trustees does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables all board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making.
The Academy board has 3 core purposes:

1. strategic leadership
2. accountability and assurance
3. strategic engagement

All trustees are required to abide by the Board's Code of Conduct and must indicate their acceptance via GovernorHub
The main responsibilities to be managed by the board are outlined below
**Items in bold within each section may be delegated and reported back to the board.**

### Trust Body Operational Business

To ensure focus on the three strategic core functions.
To recommend changes to the articles of association and any amendments thereafter.
To review the standing order for election of the chair and vice chair including the length of the term of office – the end of term of office dates *must* be recorded in the trust board minutes.
To consider and record in the FTB minutes if the board wish to elect co-chair or co-vice chair positions and how the responsibilities will be distributed (optional).
Elect (or remove) the chair and vice chair.
To appoint (or remove) the chair for all committees.
To appoint (or dismiss) the governance professional to the full board and its committees
To hold at least three board meetings each year for trust business
To appoint trustees according to the trust's Articles of Association.

To suspend or remove/recommend removal of a trustee.
To decide monitoring priorities linked to the School Improvement Plan (SIP).
To assign trustees to monitor the priorities of the School/Trust Improvement Plan in accordance with the attached terms of reference.
To appoint the DfE identified individual required roles of safeguarding, SEND and careers (secondary) based on skill set and expertise.
To consider appointment of additional link trustee roles, such as pupil premium, attendance, cyber security, health and safety and whole school wellbeing.
To ensure at least one member of the Trustee Body to have undertaken basic cyber security training meeting digital and technology standards in schools and colleges guidance
To receive reports from any individual to whom a delegated or monitoring function has been made and to consider whether any further action or decision by the board is necessary (statutory duty).
To review the delegation arrangements annually, including any schemes of delegation to local governance within the trust.
To annually review and approve the board monitoring visits policy and monitoring schedule.
To appoint a recruitment selection panel for Headteacher and ensure social media checks are undertaken as appropriate; and ensure at least one of the panel has completed Safer Recruitment Training.
To approve decisions of appointed selection panel.
To recruit new trustees as vacancies arise ensuring the board has all the necessary skills to be effective.
To set up and publish on the school's website a register of trustees' business interests, ensure this is kept up to date and declared at relevant meetings.
To ensure that statutory requirements for information are published on the trust and school website, including details of governance arrangements, are met and updated as necessary as per the Academies Trust Handbook
To ensure the information required for the national database (GIAS) is collected, uploaded, amended as necessary and is accurate within 14 days of any change with the details published on the school website
To ensure all academy members and trustee shave an enhanced Disclosure and Barring Service (DBS) and section 128 check. *The chair must ensure that identity checks are completed before, or as soon as practicable after, any individual takes up their position*.
To ensure any additional checks are completed for academy boards including chair of trustees suitability check, right to work in the UK check, identification verification checks for Companies House and any other checks deemed appropriate where the individual has lived or worked outside the UK.
To approve the Board Code of Conduct and ensure all trustees abide by its principles.
To approve and set up a trustees' allowances scheme.
To regulate and agree the board's procedures where not set out in legislation and record these as standing orders.
To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher (see p24)
To agree and arrange a suitable induction process and mentoring for newly appointed or elected trustees, which includes safeguarding and child protection (and online safety) and PREVENT duty training.
To consider the DfE recommended appointment of a training and development trustee to audit individual and collective development needs and from evaluation promote appropriate training.
To regularly audit and evaluate the impact of governance to inform the structure of the board,
To ensure the Headteacher provides such reports as requested by the board to enable it to undertake its role.
To ensure the relevant trustee information is published on the school website, GIAS and LA database (GovernorHub) as required under DfE statutory duties.

## General

Regularly review the vision and values of the trust and ensure that these are shared with all stakeholders.
**To take an active role in trust self-evaluation identifying success and areas requiring improvement.**
To annually approve the Trust Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones and monitoring against an agreed board monitoring schedule.

To regularly review the impact of additional funding eg, Pupil Premium etc.
To regularly receive data/reports on areas suggested in the Academy Trust Governance Guide including: progress, attainment, attendance, behaviour suspensions/exclusions
**To review regularly how the academy is regarded by pupils, parents and staff.**
To ensure the trust has in place all *statutory policies* and to keep these under regular review, consulting with representative stakeholders as appropriate. (*Some policies may be delegated for review to committees for recommendation to board for approval).*
To approve *statutory* policies, **with those able as instructed by the DfE, delegated to committees for recommendation or approval as appropriate ensuring their impact and compliance.**
To approve procedures for: regulation of conduct and discipline of staff and any grievance process.
To ensure there is a process in place for the approval of school trips and the school's procedures for visits to ensure the safety and welfare of the pupils, staff and volunteers.
To approve any school trips overseas; trips involving travel by air or by sea and trips involving one night's absence or more
To ensure the trust has a board approved, up to date, complaints policy published on the school website, with stakeholders knowing how to raise concerns and make a complaint.
To have regard to the professional advice given by the governance professional
To ensure that the board complies with all other legal duties placed upon them as shown and updated within the Governance Guides. From a best practice perspective, although not statutory, the board should consider the whole academy/trust wellbeing culture
To ensure the school food standards are being met
To abide by the Human Rights Act 1998.

## Inclusion and Equality

To establish and approve a special educational needs (SEND) policy.
To ensure the DfE Inclusion Strategy Template has been approved by the board, signed by the chair, to be uploaded to the school's website by the deadline of 31 December annually.
To publish and update at least annually a SEND information report (meeting requirements set out in the Special Educational Needs and Disability Regulations).
To ensure the board comply with statutory duties from the SEND code of practice and most recent edition of Keeping Children Safe in Education (KCSIE) in respect of pupils with special needs, and having appointed a SEND trustee, receive monitoring reports from link trustee.
To abide by the Equality Act 2010 and ensure the trust complies with statutory guidance.
*To comply with the public sector equality duty you must publish:*

- *details of how your school complies with the public sector equality duty - you must update this every year*
- *your school's equality objectives - you must update this at least once every 4 years*

**To receive reports on bullying, homophobic and racial incidents**.
To ensure the school adheres to statutory guidance in relation to school uniform
**To ensure the accessibility plan is fit for purpose**

## Safeguarding

To ensure statutory compliance with the most recent edition of KCSIE and its associated policies including adopting and reviewing annually a child protection policy and relevant procedures to ensure safeguarding is effective across the trust.
To ensure the board comply with statutory duties from the most recent edition of KCSIE, and having appointed (as DfE required) identified safeguarding, and SEND trustees, receive link trustee reports.
To ensure all trustees have read *and* understood the most recent edition of KCSIE and have regard to its guidance.
To receive confirmation that every member of academy staff has read and understood the most recent edition of KCSIE part 1 or Annex A, as determined by the board in consultation with the Headteacher.

- *Trustee boards should ensure that those staff who do not work directly with children either read Part one or Annex A*

To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the PREVENT duty within the child protection policy

To ensure all trustees have undertaken strategic safeguarding training, including Child Protection, online safety and PREVENT training regularly to equip them in their strategic role.

To receive regular safeguarding reports from the executive leaders in addition to the annual safeguarding report to the board.

To ensure the trustee board are aware of their roles and responsibilities regarding monitoring and filtering and cyber security and mobile phone use within school/s

## Curriculum

To ensure the curriculum is ambitious and designed for all learners, particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.

**To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact.**

To ensure a full curriculum is delivered. *As a minimum, academies should offer all pupils a broad curriculum similar in breadth and ambition to the national curriculum (Ofsted framework)*

To establish a charging and remissions policy for activities.

To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain

**Ensure statutory provision of career guidance for Years 8-13 by:**

- ensuring arrangements are in place to allow a range of education and training providers access all pupils in Years 8-13 to inform them about approved technical education qualifications and apprenticeships

A policy statement setting out the career guidance arrangements is published on the school website

To consider recommendations from external reviews of the school (e.g., Ofsted, school improvement advisers, Governor Services, safeguarding), reviewing and evaluating any agreed actions to ensure impact

## Budget

To ensure all financial decisions in addition to those delegated by the board to the Headteacher are agreed at board meetings

To ensure compliance with:

- Academy Trust Handbook

To operate within the Funding Agreement and most recent edition of the Academy Trust Handbook requirements

To annually approve the financial risk register and **regularly review**

**To annually analyse and** approve a three-year budget which shows clear links to the Schools/Trust Improvement Plan.

- *The board must approve a balanced budget, and any significant changes to it, for the financial year to 31 August, which can draw on unspent funds brought forward from previous years. The board must minute its approval.*
- *The board must notify the DfE within 14 calendar days of its meeting, if proposing to set a deficit revenue budget for the current financial year, which it cannot address after taking into account unspent funds from previous years, as this would be non-compliant with the funding agreement and the Academy Trust Handbook.*

To approve and **review** for impact and delivery, a costed school improvement plan

To approve and **submit** to the DfE the Budget Forecast Return annually by the set deadline

To annually **review** and approve a written scheme of delegation of financial powers that maintain robust internal controls.

**To undertake financial benchmarking and report back to the board.**

To **annually review and approve** the charging and remissions policy.

To enter into contracts following agreed financial limits and processes with board approval (as approved in the school's finance policy

To approve virement criteria and financial limits above which the approval of the trustees is required.

To approve any assets to be written off and disposed of, at a board meeting and document within the minutes.

To approve debts up to the specified limit stated in the Academy Trust Handbook, which are required to be written off, after every effort has been made by the Headteacher and trustees to recoup the monies, with the decision made and documented in minutes, seeking approval from the DfE as required.
To make decisions in respect of service agreements following agreed delegation of financial limits and insurance limits and document in minutes
**To draft,** approve and submit the SRMSAC (School Resource Management Self-Assessment Checklist)
To receive six budget monitoring reports/management account reports at board or committee meetings with commentary, from the operational business lead, *which must include an income and expenditure account, variation to budget report, cash flows and balance sheet and the impact of any change, both positive and negative to the three-year budget plan*
For the chair to receive monthly budget reports/management account reports
To effectively manage and **review** resources for financial efficiencies and maximise pupil outcomes ensuring value for money.
To **monitor, audit and evaluate all trust/academy policies and procedures related to fraud** and document compliance in board minutes
To agree the annual Pupil Premium statement/strategic action plan for the pupil premium spend, monitor how funding is spent and the impact for pupils and ensure annual statement is uploaded to school website by 31 December.
To monitor and evaluate the management of the voluntary fund and to receive the audited accounts.
To ensure financial succession planning within the board.
(Members) To appoint (and dismiss) an external auditor as per The Academy Trust Handbook.
To appoint an audit and risk committee *(either dedicated or combined with another committee)* to advise on the adequacy of the trust's controls and risks.
To ensure annual accounts are audited and published as required under the funding agreement, to include confirmation of governance arrangements
To ensure the annual summary report of the areas reviewed, key findings, recommendations and conclusions (as presented to the audit and risk committee by the person(s) or organisation(s) carrying out the programme of work) is submitted to the DfE by 31 December each year with audited annual accounts.
To ensure the audited report and accounts **are published** on the trust's website by 31 January
To ensure the audited report and accounts **are filed** with Companies House by 31 May
To ensure requirements for managing related party transactions are applied across the trust and report to the DfE as required

- *Trusts must obtain* DfE *prior approval for contracts and other agreements for the supply of goods or services to the trust by a related party agreed on or after 1 September 2023 where a contract or other agreement exceeds £40,000 in the same financial year ending 31 August.*

## Staffing, Appraisal and Performance Management

To annually determine the staff structure following recommendation from the relevant committee.
To annually review and approve the appraisal policy, recruitment policy and ensure the statutory guidance Induction of Early Career Teachers is followed.
To ensure the trust meets its statutory and contractual obligations with regards to pay
To establish, **review** and annually approve the appraisal and pay policies, ensuring they match the Terms of Reference, including the criteria and framework for pay decisions in line with the most recent edition of the School Teachers Pay and Conditions Document.
To determine the annual budget for pay and any uplift to be applied to the trust's pay scales for teachers and support staff.
To determine which functions are to be delegated to the pay committee/Headteacher
To determine the timing of the Headteacher appraisal review cycle
To appoint the performance management panel for the Headteacher.

To appoint, in order to assist the panel, an external adviser for advice and support, on the Headteacher's appraisal and to consult that adviser on setting objectives for the Headteacher (statutory duty, The Education (School Teachers' Appraisal) (England) Regulations 2012)
To ensure that the HT handover documentation is completed by the outgoing HT and the chair receives a copy.
To appoint the pay panel to undertake the pay panel process *(best practice, three skilled and knowledgeable trustees, ensuring different trustees serve on the pay panel to those that serve on Headteacher appraisal panel)*
To agree the total pay award following decision from pay panel.
To agree any pay award for the Headteacher following decision by the Headteacher performance management panel
To monitor the application and effectiveness of the pay policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively
To ensure the number of employees whose benefits exceeded £100k, in £10k bandings, for the previous year ended 31 August is published on the trust website in an easily accessible form.

- *This includes where the trust has entered into an off-payroll arrangement with someone who is not an employee, the amount paid by the trust for that person's work for the trust must also be included in the website disclosure where payment exceeds £100k as if they were an employee*.

To consider structural solutions upon resignation/retirement of the Headteacher

- *the board should approach the Area Assistant Director of Education in advance to discuss their structure and options, including plans for recruitment*

To establish a selection panel of trustees for a headteacher/deputy headteacher recruitment panel and follow agreed policy and procedure.
To approve Headteacher appointments and starting salaries, subject to necessary checks, following recommendations from the board approved selection panel.
To appoint an accounting officer
To ensure and review procedures for addressing staff discipline, conduct, grievance, bullying and harassment and pay, ensuring that staffing procedures follow equalities legislation.
To establish a trustee panel to hear staff appeals against dismissal, redundancy, grievances, bullying and harassment and pay in accordance with the relevant policy.
To dismiss the Headteacher.
To end the suspension of staff or Headteacher as determined within the policy
To determine dismissal payments/early retirement and ensure compliance with the Academy Trust Handbook
To monitor the CPD budget against the school improvement plan and staff needs to ensure staff development, progression and raised pupil outcomes.

## Discipline/Suspension and Exclusion

To establish a statement of behaviour principles on which the trust can produce a behaviour policy.
To review the use of suspension and permanent exclusion and **consider** via an exclusion panel all permanent exclusions and suspensions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam. (**This may be delegated to the chair/vice chair in cases of urgency** - see DfE Guidance "Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement" updated 26 July 2026)
To direct the reinstatement of excluded pupils via the delegated appointed exclusions panel
To consider the findings of any independent review panel
To receive regular updates on attendance, behaviour, suspensions and exclusions
To nominate at least one trustee to attend each review meeting for any pupil directed to attend off-site education to improve their behaviour, and to receive updates on the placement and its continued suitability.

## Premises and Insurance

To approve and monitor a trust buildings strategy
To procure and maintain buildings, including a properly funded maintenance plan.
To **review** and approve business continuity plan

To **review** and approve accessibility plan to ensure inclusion
To **review and approve** the lettings policy
**To receive the annual site report.**
**To ensure adequate insurance cover in compliance with the trust's legal obligations**

## Health and Safety

To review and approve a health and safety policy
To ensure that **health and safety regulations are followed and appropriately prioritised**.
To receive confirmation of completion of compliance checks from operational lead as per H&S policy
To receive the annual Health and Safety Inspection report and agree **and monitor** any actions
**To confirm all risk assessments are regularly reviewed and updated.**
To appoint a health and safety trustee
To receive written Health and Safety trustee monitoring reports in a timely manner.

## Admissions

To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions.
To consult annually before setting an admissions policy, notify the LA and publish the arrangements on the school website in accordance with the School Admissions Code.

- *Admission authorities for schools with a sixth form must ensure they have determined and published admission arrangements for entry into the sixth form if they intend to admit external applicants.*

Set a clear published admission number (PAN) for the trust, which states the number of applicants they will admit where enough applications are received.
Admissions appeals: To set up independent panels in line with the School Admission Appeals Code.

## Collective Worship

To ensure that the trust provides teaching of religious education for all pupils in accordance with the agreed syllabus and has informed parents of their right to withdraw their child.

## School Organisation

To set **<u>the time of the school sessions</u>** and the dates of school terms and holidays
Membership of the board to comply with:

- Academies – agreed Articles of Association

Ensure current trustees in post are published on the school website, GIAS and GovernorHub.

## Information for Parents

To ensure that the school keeps parents and prospective parents up to date with school information.
To adopt and **review** home school agreements

## Collaborations and Consideration of Federation and Academisation

To consider forming or joining an existing multi-academy-trust (MAT) and undertake due diligence.
To consider requests from other schools to join the Trust and complete due diligence
To comply with any instructions from the DfE and Regional Director
To consider collaborating with another school to aid school improvement or leadership capacity and/or to assist following a request from the LA

## Extended Services

To decide to offer additional activities and agree what form these should take.
To cease providing extended services provision.

**Quorum: The quorum for a meeting of the Directors, except for removal of a Director or Chair of Trust Board, shall be any three Director, or where greater number in post, any one third (rounded up to a whole number) of the total number of Directors.**

**The quorum for the purposes of any vote on the removal of a Trustee and any vote on the removal of the Chair of the Trustees, shall be any two-thirds (rounded up to a whole number) of the persons who are at the time Trustees**

# Terms of Reference for Curriculum and Learning Committee

The curriculum and learning committee is expected to work within the following terms of reference with a focus on monitoring the School Improvement Plan. Trustees should meet with the lead professionals within the school to gain an understanding of the scope of the curriculum targets and the activities the school is conducting to achieve success.

## General

To act on matters delegated by the board (Including School Trips)
To consider safeguarding, SEND, inclusion and equalities implications when undertaking all committee functions, ensuring all pupils have equal opportunities.
To undertake monitoring visits to the school relevant to the committee's role and comply with trustee monitoring visits policy.
To make regular reports to the board.
To meet regularly, with consideration for timing of board meetings, wellbeing of staff and trustees, and timetabled relevant to school data analysis timescales. (best practice 3 time per academic year)
To monitor the trusts' policies in relation to the curriculum, pupil welfare and behaviour.
Take an active role in trust self-evaluation, monitoring success in all areas and identifying areas requiring improvement.
To regularly monitor the relevant areas and milestones within the trust improvement plan
To advise the finance & resources committee on the relative funding priorities necessary to deliver the curriculum

## Curriculum

To monitor how the agreed curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
To ensure the full curriculum is broad and balanced by understanding the intent, implementation and impact; ensuring a full curriculum is delivered
To ensure the British values are embedded within the curriculum.
Ensure statutory provision of career guidance for years 8-13 by ensuring arrangements are in place to allow a range of education and training providers to access all pupils in years 8-13 to inform them about approved technical education qualifications and apprenticeships
To understand the performance data for the trust including the vulnerable groupings.
To ensure the specialist funding for pupil premium have impact.
To meet with the lead professionals within the trust to gain an understanding of the scope of the curriculum targets and the activities the school is conducting to achieve success.
To undertake any necessary training (in or out of school) that is necessary to enable effective monitoring of the agreed school improvement plan and its targets.
To evaluate the extent of success at the end of the set and agreed timescale.
To identify and celebrate success

## Expectations and Outcomes

To monitor pupil achievement and progress against expectations, predicted outcomes and trust improvement milestones and targets.
To monitor the impact of any extended services provided to pupils against pupil progress and achievement

**Membership of the Curriculum and Learning Committee**

| | | | |
|---|---|---|---|
| Quorum: | 3 members of the committee | | |
| Chair: | M Johnson | | |
| Vice Chair: | | | |
| Trustees: | N Snyder | M Johnson | T Blackmore |
| | A Tomlin | E Sutehall | J Spann |
| Governance Professional | K Christey | | |

# Terms of Reference for Finance & Resources Committee (incorporating Audit and Risk Committee)

The finance and resources committee is expected to work within the following terms of reference with a focus on monitoring.

## General

To be strategically actively engaged in monitoring value for money and report back any recommendations to the board to ensure effective financial resources and efficiencies to maximise pupil outcomes.
To regularly monitor the impact of the costed school improvement plan in relation to the budget spend.
To undertake monitoring visits to the school.
To make regular reports to the board, in addition to the chair of the board being in receipt of a monthly finance report
To act on matters delegated by the board (inc. Food Standards)
To consider safeguarding, SEND, inclusion and equalities implications when undertaking all committee functions
To consider safeguarding and equalities implications when undertaking all committee functions
To annually in the autumn term review and recommend to the board the financial risk register and regularly review
To challenge pupil number estimates as these underpin revenue projections, and review these termly

## Budget

To annually evaluate and recommend the annual budget for board approval.
To maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'school improvement' and 'staffing' plans.

- Reporting any rollover to the board highlighting any significant variances and their impact on the three-year budget plan.
- Evaluating the school budget monitoring sheets in discussion with the school's operational finance lead and reporting to the board, ensuring this is completed six times per year
- *Any recovery plan for a budget with a deficit must be approved by the DfE and monitored for implementation and impact.*

To approve any virement recommendations as set out and agreed in the finance policy £8000- £15000, document in minutes and report decisions to the board.
Analyse and report on Tenders for Contract Services, ensuring three written quotations.
Approve tenders as per the financial manual and academies trust handbook
To evaluate written quotations and approve any purchases as per the financial manual and academies trust handbook
and evaluate all trust/academy policies and procedures related to fraud and report to the board
To evaluate the trust's budget monitoring sheets/management account reports six times per year in discussion with the trust's business operational lead and report to the board.
To benchmark academy financial performance against similar schools/academies and report to the board.
To keep in-school financial procedures under review in collaboration with the audit and risk committee
To make regular reports to the Board and ensure that key financial decisions are recorded correctly in the minutes.
To monitor the spend of extra funding such as pupil premium ensuring its use has impact.
Review finance policy; lettings policy; charging and remissions policy; making recommendations to the board
Ensure annual trustee skills audit / financial skills audit is undertaken and evaluated.
Review compliance audit reports, ensuring the Board follows recommendations and actions.
To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts

**Premises and Insurance**

To ensure adequate levels of commercial insurance are in place including buildings and contents insurance, employers', public and personal liability

- *The trust should consider the RPA unless commercial insurance provides better value for money. If the trust is not an RPA member, it should determine its own level of commercial insurance to include buildings and contents, business continuity, employers' and public liability insurance and other cover required*.

To approve and monitor the implementation of the trust's buildings strategy plan informing the board of the proposed order of priorities.
To review the business continuity plan making recommendations to the board.
To review and approve the accessibility plan and ensure inclusion
To receive the school asset plan/s annually
To monitor the maintenance plan

**Staffing**

To annually determine the staff complement/structure in consultation with the Headteacher and recommend to the board
To review the pay policy for approval by the board.
To annually review the appraisal policy, recruitment policy and compliance with the statutory guidance on Induction of Early Career Teacher (ECT)
To ensure that staffing procedures follow equalities legislation
To annually review procedures for dealing with staff discipline and conduct and grievances and make recommendations to the board for approval.
To monitor the CPD budget against the trust improvement plan and staff needs to ensure staff development, progression and raised pupil outcomes

**Health and Safety (H&S)**

To review and recommend the health and safety policy to the board for approval and adoption.
To monitor the health and safety policy
To ensure that health and safety regulations are followed and prioritised appropriately.
To receive confirmation of completion of compliance checks from operational lead as per H&S policy
To monitor Trust agreed actions from the annual H&S Inspection Report
To ensure health and safety trustee monitoring visits take place as agreed within the monitoring schedule
To receive the written health and safety link trustee report for consideration three times a year

**Membership of the Finance & Resources Committee (incorporating Audit and Risk)**

| | | | |
|---|---|---|---|
| Quorum: | 3 members of the committee | | |
| Chair: | C Browne | | |
| Vice Chair: | H Brown | | |
| Trustees: | M Bailey | H Brown | C Browne |
| | P Churcher | N Payce | N Snyder |
| | A Tomlin | | |
| Governance Professional | K Christey | | |

**Audit and Risk Committee (incorporated into the Finance & Resources committee)**

The Trust must establish an audit and risk committee, appointed by the board.
Trusts with an annual income over £50 million must have a dedicated audit and risk committee.

**Other trusts must either have a dedicated audit and risk committee or can combine it with another committee, such as finance. The audit and risk committee should meet at least three times a year.General**

To oversee and approve the trust's programme of internal scrutiny

To ensure that risks are being addressed appropriately through internal scrutiny

To report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

To review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year

To agree a programme of work annually to deliver internal scrutiny that provides coverage across the year

To agree who will perform the work and consider reports at each meeting from those carrying out the programme of work

Monitor progress in addressing recommendations

- *With consideration for outputs from other assurance activities by third parties including DfE financial management and governance reviews, funding audits and investigations*

To consider and review plans and reports from the external auditor, as well as those carrying out internal scrutiny to quality assure.

- *In addition, internal scrutiny must deliver an annual summary report to the audit and risk committee for each year ended 31 August outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.*

To ensure information submitted to DfE that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) is completed and the returned accurate and in compliance with funding criteria.

## Membership of the Audit & Risk committee

Employees of the trust should not be audit and risk committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions.

The chair of trustees should not be chair of the audit and risk committee. Where the finance committee and audit and risk committee are separate, the chair should not be the same.

Where the audit and risk committee is combined with another committee, employees should not participate as members when audit matters are discussed.

| | | | |
|---|---|---|---|
| Quorum: | 2 members as a minimum | | |
| Chair: | H Brown | | |
| Trustees: | H Brown | C Browne | N Payce |
| | | | |
| Governance Professional | K Christey | | |

# Terms of Reference for Pastoral & Wellbeing Committee

## General

To ensure the safeguarding of the students: ensuring safeguarding procedures are in place and at least one trustee and 2 senior staff have completed safeguarding training (recognised Safeguarding Lead Trustee training and DSL training for staff)
To undertake monitoring visits to the school.
To make regular reports to the board
To act on matters delegated by the board
To consider safeguarding and equalities implications when undertaking all committee functions
To meet at least three times each year
To consider work life balance, working conditions and wellbeing of staff and students, including the monitoring of absence.
To set the times of school sessions
To have oversight of the school prospectus
Ensure publication of information to parents regarding the provision of Free School meals
To review home- school agreements
To discharge duties in respect of pupils with additional needs by appointing a responsible person.
To liaise with the finance committee regarding SLAs and contracts relevant to pupil welfare

## Behaviour and Attendance

To ensure both staff and students have a policy / code of conduct that allows clear expectations of behaviour and how behaviour outside of this will be managed.
To receive regular updates on attendance, behaviour and incidents
To receive regular updates from the pastoral worker regarding any pertinent issues
To monitor and review pupil attendance, with particular detail to vulnerable students

## Membership of the Pastoral & Wellbeing Committee

| | | | |
|---|---|---|---|
| Quorum: | 3 members of the committee | | |
| Chair: | E Sutehall | | |
| Vice Chair: | S Sellahewa (Ellepola) | | |
| Trustees: | M Bailey | P Churcher | S Sellahewa (Ellepola) |
| | E Sutehall | S Wickenden | A Tomlin |
| Governance Professional | K Christey | | |

# Terms of Reference for Individual Delegated Trustees

Any individual to whom a trustee monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the trustee monitoring visits for a committee policy and the board code of conduct. It is a statutory duty in legislation to report back at the next meeting following a monitoring visit.
All link trustees have a statutory duty to report to the full trustee body their findings for further discussion and/or decision. There are no delegated decision-making powers for link trustees.
Having delegated trustees does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables all board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making.

**Guiding Principles**

Before undertaking any monitoring, trustees will read the monitoring visits policy and board code of conduct. Written reports will be submitted for factual check and comment by the Headteacher within one week of the visit, and then be lodged with the clerk for distribution as soon as possible, at least seven clear days before the next board or committee meeting as appropriate.
It is expected that three monitoring visits will be completed during the year unless the trust's circumstances necessitate more. Not all visits necessarily have to take place during the time when students/pupils are in the school and could be just as effective as a meeting between trustee(s) and the lead professional at the end of the day as mutually agreed

**Responsibilities**

- To ensure full understanding of the delegated role.
- To be properly prepared for each visit by reading relevant polices and paperwork
- To meet with the lead professional within the academy to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure key questions are asked and collective constructive challenge is enabled at the board or committee meetings to hold leaders to account.
- To ensure any board meeting follow up actions are completed and documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring.
- To monitor the progress of school activities towards the priority milestone or statutory duties.
- To evaluate the extent of success at the end of the set timescale.
- To ensure all visits to the school are arranged with reference to the executive lead/headteacher and in accordance with the Trustee Monitoring Visits policy.

**The board have appointed the following individual delegated trustees:**

| | |
|---|---|
| Statutory roles: | |
| Safeguarding (including Child Protection) | E Sutehall |
| SEND | E Sutehall |
| Careers guidance (secondary) | P Churcher |
| Required roles: | |
| Health and safety | P Churcher |
| Non statutory/best practice: | |
| Finance | C Browne |
| Attendance & Behaviour | S Sellahewa (Ellepola) |
| Pupil premium / Disadvantaged students | N Payce |
| Training and development | H Brown |
| Whole School Wellbeing | S Sellahewa (Ellepola) |
| Cyber Security | M Bailey |

| | |
|---|---|
| School Trips procedures | H Brown |
| 6th Form | H Brown |
| Sustainability | P Churcher |
| **Agreed by the board:** 29/09/2026 **Review date:** October 2027 | |

## Guidance for the SEND Link Trustee

The role of the SEND trustee is to ensure the board are aware of their statutory responsibilities and to monitor on behalf of the board and report back to the board for further discussion and decision.
This guidance is to support SEND link trustee fulfilling their role. *This list is not exhaustive and can be reviewed to meet the needs of our board.*

To undertake monitoring visits
To ensure monitoring visit reports are included in trust board meeting papers in a timely manner
To monitor the relevant areas and milestones within the trust improvement plan relating the pupils with SEND
To monitor and report to the board how the agreed curriculum is ambitious and inclusive, designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life. *(in cooperation with the relevant committee)*
To monitor the impact of high needs funding and progress of pupils with SEND
To review the special educational needs policy for approval at board level
To liaise with the SENCo to ensure the SEND information report is reviewed and updated at least annually.
To monitor compliance with the statutory duties from the SEND code of practice and report back to the board.
To monitor pupil group achievement and progress against expectations, predicted outcomes and school improvement milestones and targets regarding pupils with SEND. *(in cooperation with the relevant committee)*
To ensure the accessibility plan is considered and approved.
To keep up to date with legislative and local guidance in relation to pupils with SEND and inclusion, attending training where necessary and ensure the board is made aware of any changes to their statutory responsibilities.

## Guidance for the Safeguarding Link Trustees

The role of the Safeguarding trustee is to ensure the board are aware of their statutory responsibilities, take strategic leadership responsibility for the safeguarding arrangements and report back to the board in a timely manner.
This guidance is to support safeguarding link trustee fulfilling their role. *This list is not exhaustive and can be reviewed to meet the needs of our board.*

To undertake monitoring visits.
To meet with the Designated Safeguarding Lead (DSL) regularly to review safeguarding arrangements.
To monitor compliance with the statutory duties from the most recent KCSIE and report back to the board.
To have read and understood the most recent KCSIE in its entirety.
To ensure own knowledge of relevant guidance and policy is up to date, ensuring the board is made aware of any changes to their safeguarding responsibilities
To monitor the Child Protection policy and associated polices to ensure safeguarding is effective and report to the board
To monitor the online safety policy to ensure the school's monitoring and filtering systems are effective.
To undertake Cyber training as per guidance.
To confirm the lettings policy safeguarding checks are completed.

To undertake annual/regular strategic safeguarding training in relation to the role.
In collaboration with the operational lead, annually review the Safeguarding Review toolkit for submission to the full board and monitor follow up actions
To monitor the schools' policies in relation to behaviour.

## Guidance for Careers Link Trustees

The role of the careers link trustee is to ensure the board are aware of their statutory responsibilities regarding careers provision and to monitor on behalf of the board and report back to the board for further discussion and decision.
The guidance is to support the careers link trustee fulfilling their role. *This list is not exhaustive and can be reviewed to meet the needs of our board.*

To monitor statutory provision of career guidance for years 8-13
Meet with careers lead regularly to monitor careers provision to ensure there is a co-ordinated approach implementing the 8 Gatsby Benchmarks as a minimum.
Monitor impact of provision of careers plan, ensuring pupils receive independent and impartial guidance, promoting the Quality in Careers standard.
Ensure that learners in years 8 to 13 receive at least six encounters with a provider of technical education or apprenticeships.
Monitor and review employer engagement for careers
Review careers and destination data and report to findings to the board
Monitor polices related to careers, work related learning and employability and work experience

## Guidance for the Health & Safety Link Trustee

The role of the H&S link trustee is to ensure the board are aware of their statutory responsibilities regarding health & safety and to monitor on behalf of the board and report back to the board for further discussion and decision. The H&S link trustee will not conduct any health and safety checks themselves.
The guidance is to support the health & safety link trustee fulfilling their role. *This list is not exhaustive and can be reviewed to meet the needs of our board.*

To undertake monitoring visits.
To review the business continuity plan and report recommendations to the board
To monitor the accessibility plan and review for approval. *This could be in collaboration with SEND link trustee*
To monitor the trust building strategy/maintenance plan and update board via monitoring report
To review and recommend the H&S policy to the trust board for approval and adoption
To monitor the H&S policy.
To monitor trust board agreed actions from the annual H&S Inspection Report
To receive the H&S Inspection Reports from the operational lead three times a year as per the H&S policy.
To ensure H&S monitoring visits take place as agreed within the monitoring schedule and report to the board.

## Terms of Reference for Panel Hearings

To make any decisions under the board's personnel procedures e.g., disciplinary, grievance, capability, bullying and harassment unless delegated to the headteacher.
To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g., disciplinary, grievance or capability.
To make any determinations on behalf of the board in relation to staff redundancy and redundancy appeals.

To make any determinations on behalf of the board in relation to any pay appeal.
To make any determination or decision under the board's School Complaints Procedure.
To consider any representations by parents in the case of an exclusion (in accordance with the Statutory DfE Exclusions Guidance).
To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (in accordance with the Statutory DfE Exclusions Guidance).
All panels are to be convened by the governance professional/clerk
All panels will follow the relevant board approved policy, procedure, and guidance.
All panellists will undergo training to understand their roles and responsibilities
All panellists will be unbiased and understand the remit of their decision making as described within the relevant policy

**Membership: Any three trustees or as delegated within the scheme of delegation who are:**
Suitably knowledgeable and objective to undertake the role, and not tainted and are available on the date specified.
*PLEASE NOTE*:

- *The headteacher is disqualified from serving in this role.*
- *Any trustee having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.*
- *Any trustee who has participated on a panel for a staffing decision, cannot sit on the appeal panel*
- *Staff trustees and any members of staff should not sit on panels in their home school*

# Terms of Reference for Headteacher Performance Management Panel

**Guiding Principles:**

- In following best practice, the Headteacher's appraisal will be the first staff appraisal performed to enable Headteacher objectives to be reflected within other whole school staff performance management objectives to drive the school forward.
- Is it recommended best practice that the board appoint an independent external adviser to assist the panel with the Headteacher's appraisal, and to consult on setting objectives for the Headteacher; this person should be suitably experienced and knowledgeable in trust and school improvement and leadership matters.

Where serious weaknesses are identified in the Headteacher's performance then the process should cease, and the issues will be managed within the school's formal capability procedure. The appraisal process will be recommenced when the Headteacher's performance has reached the required standard.

**Responsibilities:**

To meet annually with the Headteacher and a *board appointed*, independent external adviser

To review, in consultation, with the external advisor, the performance of the Headteacher against the agreed appraisal objectives.

To consult with the external advisor to set challenging but achievable objectives for the coming year ensuring they are specific, measurable, attainable, relevant, and time-bound (SMART).

- Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HTPM panel will make the determination, following consultation with the external adviser, with the provision for the Headteacher to record any disagreement if required.

To prepare and agree the Headteacher appraisal review statement, and report to the board the completion of the process.

To determine pay progression for approval by the full board in line with the latest School teachers pay & conditions document

- Note the procedure required in determination of leadership pay ranges (section 9) for increases outside of the headteacher group size, including *seeking external independent advice before providing such agreement and support its decision with a business case* when appropriate.

To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure appropriate support and development opportunities are provided.

**Membership: Three trustees, including the chair of the board, though not the vice chair as well.**

The chair of the board will not take the role of the panel/committee chair.

**PLEASE NOTE:**

- Neither the Headteacher nor staff trustees may serve on this group.
- Consideration may need to be given to situations where trustees serve on both HTPM and the pay panel.

| | |
|---|---|
| Trustee 1 and chair of panel: | M Johnson |
| Trustee 2: | H Brown |
| Trustee 3: | E Sutehall |
| **Date agreed for HTPM:** *(best practice before staff and before 31st December)* | |
| **Date agreed for mid-year review:** *(Usually March/April)* | |

# Terms of Reference for the Pay Panel

The board will delegate all pay decisions in accordance with the trust's pay policy the pay panel will act in accordance with the pay policy. It is the role of the pay panel:

To observe all statutory and contractual obligations.

To determine the pay progression to be awarded to individuals as delegated within the pay policy, having regard for the most recent publication of the School Teachers Pay and Conditions Document

To apply the criteria set out in the trust's pay policy and consider fully the recommendations made by the Headteacher regarding an individual's pay.

- Where pay decisions are made by a pay panel - the Headteacher may provide professional advice and guidance to the panel to assist with decision making.
- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner

To ensure all employees are made aware of the outcome of their individual pay review in writing within ten days of the decision making.

To maintain an *accurate written record of all meetings*, recording the reasons for the pay decisions taken and having due regard to confidentiality.

To report summary information regarding annual total budget for pay decisions to the trust board in line with agreed school policies.

To recommend to the board changes to the policy and to consult with staff and recognised unions on those proposed changes.

To seek advice from the HR provider where appropriate.

All decisions made by the pay panel will take due account of the written appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant. This will include any written recommendation made by an employee's appraiser.

All decisions regarding pay progression for teachers, including the leadership group should be made without undue delay. These should be completed prior to or on 31 October for teaching staff.

## Membership [three trustees]

- Membership of the pay panel will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the panel.

**PLEASE NOTE**:

- Neither the Headteacher nor staff trustees may serve on this group.

Carefully consider the membership of the panel and appeals panels to ensure the right composition. Avoid both the chair and vice chair being members of the pay panel as this will inhibit one of these key senior roles being available for any pay appeals that may arise. Consideration should be given to situations where trustees serve on both HTPM and the pay panel

| | |
|---|---|
| Trustee and chair of panel: | C Browne |
| Trustee: | H Brown |
| Trustee: | M Johnson |

# Delegation of Functions to Headteacher

The delegation to the Headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher is expected to work within the following terms of reference, and to provide the board with such reports in connection with their functions/purposes as the board requires and to ensure all policies, procedures and documentation requiring board approval are presented.

## Budget

- To make miscellaneous financial decisions as within the board agreed financial manual
- To make virements as set out and agreed in the financial manual
- To monitor monthly expenditure.
- To ensure payments are made.
- To ensure the board receives six separate budget monitoring reports every year
- To ensure monthly budget reports are sent to the chair of trustees and chair of finance committee
- To ensure compliance with external and internal audit actions
- To ensure the trust board receives the annual accounts and governance statement
- To submit the SRM Self-Assessment Checklist to the DfE once approved by the board
- To comply with the funding agreement
- To comply with the Academies Trust Handbook
- To comply with any DfE direction

## Staffing, Appraisal and Performance Management

- To appoint teachers and non-teaching staff.
- To establish disciplinary, capability and grievance procedures.
- To suspend staff.
- To initially dismiss staff.
- To produce and maintain a central record of recruitment and vetting checks, to also include those involved in school governance
- To formulate and implement an appraisal policy and recruitment policy
- Ensure that statutory guidance for Induction of Early Career Teachers is followed
- To make pay decisions in line with the pay policy and legal requirements
- To carry out appraisal of senior leaders; CFO and central staff (or delegate to line managers) and ensure mid-year reviews are undertaken.
- To undertake moderation of pay recommendations to ensure consistency and fairness across staff groups.

## Curriculum

- To ensure the national curriculum is taught to all pupils and consider disapplication for pupils as appropriate.
- To establish and implement a curriculum policy.
- To scrutinise the staffing for which subject options should be taught.
- To be responsible for standards of teaching.
- To be responsible for each individual child's education.
- To agree and **review** the content of any Relationships Education (primary)/Relationships and Sex Education and Health Education (RSE, secondary) to ensure it meets statutory requirements, and to approve a written policy for its delivery.
- To ensure the balanced treatment of political issues and to prohibit political indoctrination.
- To promote British values.

## Standard Setting

- To set standards and predictions for pupil achievement and progress.
- To annually deliver the School Improvement Plan for approval at Trust Board

**Religious Education and Collective Worship**

- To provide religious education in line with trust and school's basic curriculum.
- In schools with a religious character, to provide religious education to the agreed syllabus.
- To ensure, after consultation with the board, that all pupils take part in a daily act of collective worship.
  - In schools with a religious character, to provide collective worship of a denominational character.

**Health & Safety, premises and insurance**

- To ensure rigorous approaches to identifying, managing and mitigating risk.
- To ensure that health & safety regulations are followed.
- To ensure the health & safety policy is adhered to and to carry out regular health & safety inspections (at least three times a year) and take remedial action as appropriate.
- To ensure each school has completed -emergency evacuation is practiced at least three times a year and records retained.
- To report to the board or committee level that compliance checks have been completed.
- To ensure that all risk assessments are regularly reviewed and updated and reported to the board.

**Discipline/Suspension and Exclusions**

- To draft the content of the trust and school behaviour policy, including mobile phone use and publicise it to staff, students and parents.
- To exercise, on behalf of the Trust Board, the power to direct a pupil to attend off-site education for the purpose of improving their behaviour, in accordance with the statutory guidance and the school's behaviour policy. The placement must be reviewed at appropriate intervals, with at least one trustee nominated by the Trust Board attending each review meeting.

**Inclusion and Equality**

- To ensure the trust has designated a suitably qualified teacher to be responsible for co-ordinating SEND provision (SENCO)
- To ensure the headteacher has appointed a designated teacher for looked after children
- To ensure that Public Sector Equality Duty (PSED) statements are compliant and available on the trust website

**Trust and School Organisation**

- To strategically enable the growth of the Trust
- To ensure that the school meets for 380 sessions in a school year and the expected 32.5 hours per week within the DfE Length of the School week
- To ensure that the national school food standards are met.
- To draft and implement a data protection policy which complies with GDPR and review it annually and register with the Information Commissioner's Office
- To ensure the statutory required information is uploaded to the trust and school websites.
- Ensure the school has maintained a register of pupil attendance.
- To publish on the trust website the drafted structure and remit of the members, trust board and local governance , including member, trustee and local trustee appointment details, term of office and attendance record
- To ensure member, trustee and local trustee information is uploaded to the DfE database of trustees (GIAS)
- To ensure the required information on changes of trustees and any special resolutions has been filed with companies house

**Information for Parents**

- To ensure that the school keeps parents and prospective parents up to date with school information.
- To ensure that free school meals are provided to those pupils meeting the criteria.

- To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and sex and relationship education.
- To ensure that headteachers have enabled a report on each child's educational achievement is forwarded to parents/guardians
- To ensure the trust and each school meets the statutory requirements in regard to school uniform

**Extended Schools**

- To put into place the additional services to be provided.
- To ensure delivery of services provided