



COLLABORATIVE EDUCATION TRUST GOVERNANCE CHARTER

APRIL 2025

Collaborative Education Trust Governance Charter

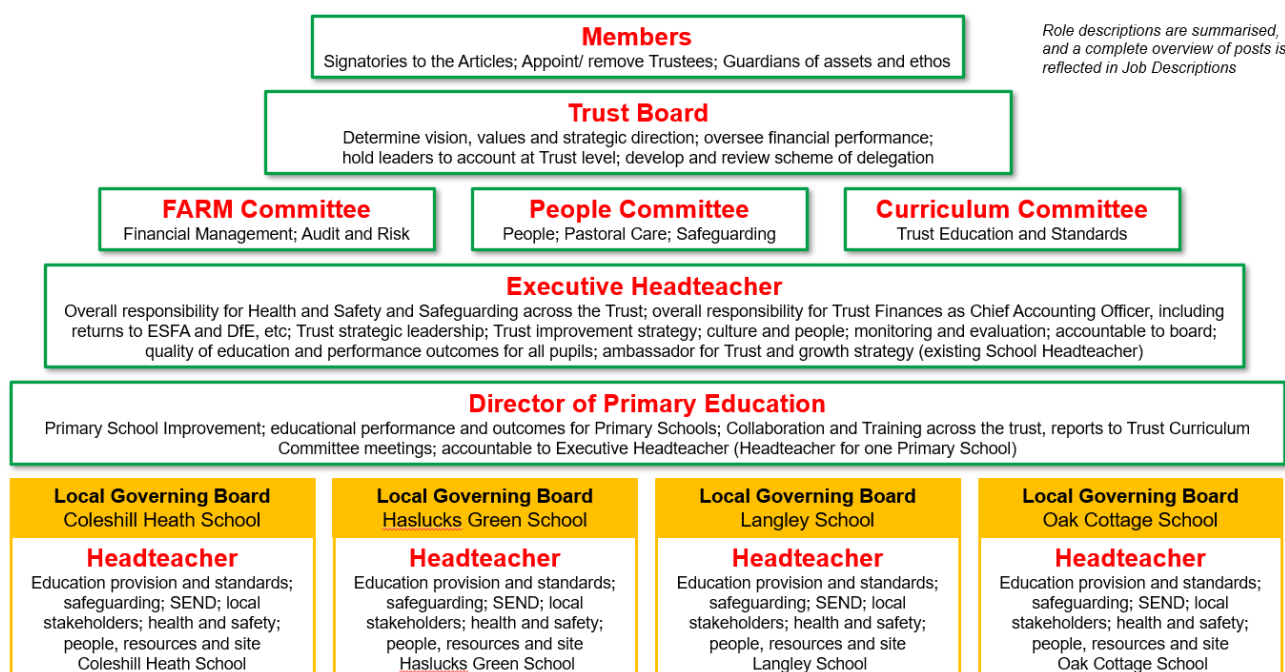
INTRODUCTION

The Collaborative Education Trust is committed to effective governance which not only meets the requirements of the Academies Handbook and the Academy Trust Governance Guide but is also aligned to recognised best practice.

Governance sits at three levels:

- Members
- Trustee board
- Local governing board (LGB)

The Trust's Governance and Leadership Structure operates as below:



Individuals with a governance responsibility in one of the individual schools, who have moved into the CET as a trustee or member of a local governing board, will continue with their current term of office to avoid all governance positions coming up for re-election or re-appointment at the same time in the future.

The responsibilities and accountability for each tier of governance are clearly defined in the Scheme of Delegation.

In trusts, the purpose of governance is to provide:

- strategic leadership
- accountability and assurance
- strategic engagement

The board has collective accountability and strategic responsibility for the trust. It has a focus on ensuring the trust delivers an excellent education to pupils while maintaining effective financial management and **must** ensure compliance with:

- the trust's charitable objects
- regulatory, contractual and statutory requirements
- their funding agreement

In addition, those in governance have a strategic leadership responsibility for the trust and individual schools' safeguarding arrangements and must ensure that they comply with their duties under legislation.

To ensure best practice, governance in the CET will have the following features:

- **Two-way communication** between the trust board chair and local chairs.
- **Clear reporting channels** which rely on common meaningful and measurable Key Performance Indicators (KPIs).
- **Separation** between each layer of governance.
- **Governance professionals** will support trust-wide governance and facilitate communication.
- An awareness of **who is who and how the tiers fit together**.
- A meaningful, welcome and accepted role for the local tier in providing **support and challenge**.
- A local tier formed by **local volunteers**.
- **Clear delegation** which ensures harmonious working between the layers of governance.
- Trust boards are **visible and accountable** to the local tier.
- The local tier, namely the chair, has input into the **performance management of school heads**.
- The trust values and seeks engagement from the local tier in the **recruitment of new heads**.
- A **whole-trust governance development plan**.
- The trust maintains a **clear distinction** between accountability through governance and accountability through line management.
- The local tier retains a contribution to **school improvement and an awareness of the school's budget**

MEMBERS

There will be five Members of CET; the chair of Trustees will also be a Member, but may not chair the Members board.

TRUSTEE BOARD

Constitution

- The Trustee board will have between 9 and 11 members known as trustees (sometimes referred to as directors and/or governors).
- The Executive Head will be a trustee, but no other employees of the trust will sit on the trust board. By invitation, headteachers of other schools in the MAT may attend trustee board meetings as observers or to present to trustees.
- The MAT has a commitment to diversity and ensuring that the make up of the trustee board reflects the demographics of the school communities wherever possible.

Statutory duties and responsibilities

- In accordance with the Academy Trust handbook, trustees must comply with the trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement with the ESFA.
- The Trustee Board will have three committees: Finance, Audit & Risk Management (FARM), Curriculum and People. The terms of reference for these committees will be agreed by the board of trustees.

LOCAL GOVERNING BOARD (LGBS)

Constitution

- The LGBs will have between 5 and 9 members known as governors.
- Appointments to LGBs will be the responsibility of each school; the LGB constitution will include two elected parent members and one elected staff member.
- The headteacher will be a member of the LGB by virtue of their role in the school unless they do not wish to be so.
- The LGB may appoint an additional member of school staff to the board, but no more than one third of local governors will be employed by the Trust.
- CET has a commitment to diversity and ensuring that the make up of the LGB reflects the demographics of the school community.
- The chair of each LGB will be elected by its members; no employee of the Trust is eligible to be elected as chair.

Duties and responsibilities

The LGBs within the CET will have a particular focus on:

- **Safeguarding:** monitor safeguarding practice, ensuring compliance with school and trust wide policies and statutory requirements
- **Standards and school improvement:** monitor school performance - reviewing data, including exam and national test results, attendance rates and pupil progress; work with school leaders to identify areas of improvement
- **SEND:** ensure pupils with special educational needs and disabilities get the support they need and seek assurance that staff are adequately trained
- **Stakeholder engagement:** develop communication channels, consult stakeholders and work in partnership with the local community; ensure stakeholder views are accounted for.

Additional responsibilities will include:

- **Financial oversight:** be aware of the school's budget and spending plans
- **Vision and strategy:** be responsible for championing the trust's strategy within the community
- **Headteacher performance management and recruitment:** chair of the LGB will work with the Executive Head and trustees as part of these processes
- **Policy review:** be consulted on and have input to trust wide policies to provide local context.

The LGBs will not have sub committees; they will meet as full boards with terms of reference agreed by the Trust Board.

SCHOOLS IN DIFFICULTY OR CAUSING CONCERN

If a school in difficulty, or causing concern, joins the CET, the authority of local governing boards may be limited and the MAT may opt to put in place an Emergency Academy Board (EAB), with Trustee Board appointed members, until the school is in a stronger position.

Trustees may suspend the LGB of any school within the MAT if the performance of the school or governors is giving cause for concern and replace with an EAB until issues are resolved.

Committee Terms of Reference

INTRODUCTION

As a charity and company limited by guarantee, the Trust is governed by a board of trustees (the Board) who have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the Schools maintained by the Trust.

Where **responsibility** sits with the trustees, this cannot be delegated, but where the trustees are **accountable**, this could be delegated to a committee. In order to support the effective operation of the Trust and the schools, the Board has therefore established a number of committees to which it has delegated certain of its powers and functions. These terms of reference (Terms of Reference) set out the constitution, membership and proceedings of the committees the Board has established.

- For Strategy and Leadership areas, where the trustees are **accountable**, these remain with the Board of Trustees, with a few exceptions.
- For Education areas, where the trustees are **accountable**, these will be delegated to the Curriculum Committee, with a few exceptions that will remain with the Board of Trustees.
- For HR and Operations areas, where the trustees are **accountable**, these will be delegated to the People Committee, other than those which relate to procurement and operations with a financial implication which are delegated to the Finance, Audit and Risk Management committee (FARM) and a few exceptions that remain with the Board of Trustees.
- For Financial areas where trustees are **accountable**, these will be delegated to the FARM committee with a few exceptions which will remain with the Board of Trustees.

In summary, the Board has established two different types of committee:

- Main Board Committees which are established to deal with Trust-wide matters such as Finance, Audit and Risk Management (FARM), People and Curriculum Committees (Board Committees); and
- Local Governing Board (LGBs) which are established by the main Board to support the effective operation of the schools.

Together, they are the Committees.

The Board will review these Terms of References together with the membership of the Committees at least once every twelve months.

Date last approved by the Board: [xx/xx/xx]

Date for next review: [xx/xx/xx]

1 Establishing the Committees

- 1.1 The Board has resolved to establish the following Board Committees as committees of the Board:
 - 1.1.1 Finance, Audit and Risk Management Committee FARM
 - 1.1.2 Curriculum Committee
 - 1.1.3 People Committee
- 1.2 The Board has resolved to establish a Local Governing Boards (LGB) for each of its schools. The current list of LGBs and the schools they operate in respect of is set out in Appendix 1.

2 Membership - Board Committees

- 2.1 Each Board Committee shall have a minimum of three members.
- 2.2 The Chair of Trustees will sit on the FARM Committee.
- 2.3 The Executive Headteacher, as Accounting Officer, is not entitled to be a member of an Audit Committee and therefore, as the FARM Committee fulfils the function of an Audit Committee, the Executive Headteacher is not entitled to vote on items relating to this function.
- 2.4 Membership of the committees will be reviewed on an annual basis by the Board of Trustees.
- 2.5 The Board of Trustees will ensure that Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Board Committee functions. At least one member of the FARM Committee should have recent and relevant financial experience.
- 2.6 As at the date of approval, the current Board Committee members are set out in the Register of Board Committee Members which is maintained by the Trust and updated termly (Appendix 2d).
- 2.7 The Trustees recognise and commit to the overriding principles of the Academy Trust Handbook (ATH) published by the ESFA. They dictate that Board Committees should be established in such a way as to achieve a high level of internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Board Committees, the Board will adhere to the principles of the ATH and:
 - 2.7.1 staff employed by the Trust will not be members of the Committee (other than the Executive Head), but may attend meetings to provide information and participate in discussions; and
 - 2.7.2 the Trust's Executive Headteacher (Accounting Officer), the Chief Financial Officer and other relevant senior staff will routinely attend committee meetings in the capacity set out above.
 - 2.7.3 in addition to the Chair and members of the relevant committees, any trustee is entitled to attend other committees.
 - 2.7.4 it is expected that the external audit lead partner will be invited to attend the appropriate FARM Committee meeting during the year-end financial cycle.

3 Membership - LGBs

- 3.1 Each LGB operating in respect of one School shall, unless the Board resolve otherwise, have a minimum of five members and a maximum of nine members.

- 3.2 Each LGB operating in respect of two or more schools shall, unless the Board resolve otherwise, have a minimum of five members and a maximum of eleven members.
- 3.3 The membership of each LGB shall be as follows (unless the Board resolve otherwise):
 - at least two elected parent members
 - one elected staff member
 - the Headteacher of the school (ex-officio by nature of their position)
 - up to five persons co-opted by the LGB to ensure an appropriate skills mix on the board; this may include a further member of staff.
- 3.4 The current LGB members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 3.
- 3.5 The Trustees shall:
 - 3.5.1 make all necessary arrangements for, and determine all other matters relating to, an election of parent LGB members, including any question of whether a person is a parent of a registered pupil at a school. Any election of a parent member which is contested shall be held by secret ballot.
 - 3.5.2 make all necessary arrangements for, and determine all matters relating to, the election of staff LGB members.
- 3.6 The term of office for any LGB member shall be four years, save that this time limit shall not apply to the Headteachers/CEO. Subject to remaining eligible, any member may put themselves forward for re-appointment or re-election (as the case may be).
- 3.7 The Executive Head and other members of the Trust's management team are entitled to attend and speak at any LGB Meetings.

4 Chairs of Committees

- 4.1 The term **Chair** refers to the person appointed under this paragraph as chair of the relevant Board Committee or LGB (as appropriate).
- 4.2 It is desirable that the member appointed as FARM Committee Chair should be considered by the Board to have recent and relevant financial experience.
- 4.3 The Board Committee shall at the first meeting of each academic year elect a member to act as chair of the committee and a member to act as vice chair of the committee (to deputise for the chair). The committee will elect a temporary replacement from among the members present at any meeting where the chair and vice chair are absent.
- 4.4 Each LGB shall at the first meeting of each academic year elect a governor to act as a chair and a governor to act as vice chair of the LGB (to deputise for the chair). The committee will elect a temporary replacement from among the governors present at any meeting where the chair and vice chair are absent.
- 4.5 No person may act as Chair under paragraph 4.3 or 4.4 if they are an employee of the Trust.

5 Authority, remit and responsibilities of the Committees

- 5.1 Each Committee shall be responsible for the matters as set out in Appendices 4,5 and 6.
- 5.2 Each Committee is authorised by the Board to:
 - 5.2.1 carry on any activity authorised by these Terms of Reference; and
 - 5.2.2 seek any appropriate information that it properly requires to carry out its role

from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.

- 5.3 Save with the consent of the Board, the Committees may not establish sub-committees.

6 Proceedings of Committee meetings

- 6.1 The Board of Trustees will meet at least 6 times a year.
- 6.2 The Board Committees and LGBs will meet as often as is necessary to fulfil their responsibilities but at least five times a year, as set out in the annual schedule of meetings.
- 6.3 Additional meetings will be scheduled if deemed necessary; any two committee members can request that the Chair convenes a meeting by giving no less than 5 school days prior notice.
- 6.4 Representatives of the external Auditors or members of the FARM Committee can request a meeting with the external Auditors, without management present.
- 6.5 The quorum for the transaction of the business of a Board Committee shall be a majority of the Committee members present and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees.
- 6.6 The quorum for the transaction of the business of LGB shall be four LGB members.
- 6.7 Agenda and minutes will be agreed in advance by the Chairs of the Committees and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 6.8 The Executive Headteacher (CEO) shall ensure that a clerk is provided to take minutes at meetings of the Board Committees.
- 6.9 The relevant Headteacher shall ensure that a clerk is provided to take minutes at meetings of the LGBs.
- 6.10 Every matter to be decided at a meeting of a Committee must be determined by a majority of the votes of the members present and voting on the matter.
- 6.11 Each Committee member present shall be entitled to one vote.
- 6.12 Where there is an equal division of votes the Chair shall have a casting vote.
- 6.13 A register of attendance shall be kept for each Committee meeting and published annually.
- 6.14 Committees may invite attendance at meetings from persons who are not Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.
- 6.15 References in paragraph 6 to the "Chair" shall in the absence of the Chair be deemed to be references to the chair of the relevant Committee meeting.

7 Committee Members' Interests

- 7.1 The clerk will ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. Committee members are required to declare any business or other interests in any item being discussed at a meeting.
- 7.2 Each Committee member, if present at a Committee meeting, disclose their interest, withdraw from the meeting and not vote on a matter if:
 - 7.2.1 there may be a conflict between their interests and the interests of any of the schools or the Trust;

- 7.2.2 there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or
- 7.2.3 they have a personal or pecuniary interest (this is where they and/or a close relative will be directly affected by the decision of the Committee in relation to that matter) in a matter.

8 Disqualification & Removal of Committee Members

- 8.1 A person shall be ineligible for appointment to a Committee and, if already appointed, shall immediately cease to be a member if the relevant individual:
 - 8.1.1 is or becomes disqualified from holding office under the Trust's Articles of Association;
 - 8.1.2 is or becomes disqualified from holding office as a governor of a school or academy, or as a director of a company;
 - 8.1.3 is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people;
 - 8.1.4 is barred from any regulated activity relating to children;
 - 8.1.5 is or becomes bankrupt or makes any arrangement or composition with their creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
 - 8.1.6 is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974);
 - 8.1.7 has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a Committee member;
 - 8.1.8 refuses to an application being made to the Disclosure and Barring Services (DBS) for a criminal records check;
 - 8.1.9 in the case of a LGB member, is absent without the permission of the LGB members from all their meetings held within a period of six months and the LGB members resolve that their office be vacated;
 - 8.1.10 resigns their office by notice in writing to the relevant Chair;
 - 8.1.11 in the case of a Headteacher, they cease to be the Headteacher;
 - 8.1.12 in the case of a LGB member, their term of office expires and they are not re-appointed.
- 8.2 The Trustees shall have the right at their sole discretion to remove or suspend (on such terms as they see fit) any LGB member by written notice to the relevant Chair.

9 Reporting Procedures

- 9.1 After each meeting, each Committee will produce minutes within 14 days and agree these at their next meeting. These minutes will be referred to as the Committee Reports.
- 9.2 The Committee Reports can be agreed by committee members by email.
- 9.3 The Committee Reports will be shared electronically with the Board through an agreed medium within 14 days of each Committee meeting.

- 9.4 Committees shall arrange for the production and delivery of such other reports or updates as requested by the Board from time to time.
- 9.5 Each Committee shall conduct an annual review of its work and the powers and functions delegated to it under these Terms of Reference and shall report the outcome and make recommendations to the Board.

Appendix 1

The Trust's LGBs
(as at September 2024)

Coleshill Heath School - LGB

Haslucks Green Junior School - LGB

Langley School - LGB

Oak Cottage Primary School - LGB

Appendix 2
The Register of Board Committee Members

Collaborative Education Trust - Board of Trustees

Collaborative Education Trust - Finance, Audit and Risk management Committee

Collaborative Education Trust - Curriculum Committee

Collaborative Education Trust - People Committee

Appendix 3
The Register of LGB Committee Members

Langley School

Coleshill Heath School

Haslucks Green Junior School

Oak Cottage Primary School

Appendix 4

Powers & Functions Delegated to Board Committees

The Finance, Audit and Risk Management Committee - Terms of Reference

The Board of Trustees has established a Finance, Audit and Risk Management Committee as required by the Academy Trust Handbook to ensure sound management of the Trust's financial resources, including planning, monitoring, probity and value for money. The Committee advises the Board regarding the year-end accounts, strategic matters with financial implications, advises the board on the adequacy of the trusts internal control framework and to delegate duties to provide independent assurance to the board that it's financial and non-financial controls, and risk management procedures, are operating effectively and are compliant with laws and regulations. The Committee reports to the Board on decisions taken in accordance with the Scheme of Delegation and delegated powers, including in respect of the schools' assets and depreciation.

1. Responsibilities

- The Committee is required to fulfil its responsibilities as set out in these Terms of Reference in line with the Academy Trust Handbook, the Trust's Financial Scheme of delegation and in compliance with the Funding Agreement with the Secretary of State for Education.
- The purpose of the Finance, Audit and Risk Management Committee is to advise the Trustees on:
 - the financial health and solvency of the Trust
 - the financial implications of new initiatives and ventures
 - the financial implications of the Trust's capital planning and development opportunities
 - its actions and decisions as exercised under the Trust's Scheme of Delegated Authority.
 - Provide assurance on compliance with the Education and Skills Funding Agency (ESFA) requirements
 - to maintain an oversight of the Academy Trust's financial, governance, risk management, assurance processes and internal control systems.
- The Finance, Audit and Risk Management Committee will report its findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the Trust's annual reporting requirements.
- The Finance Audit and Risk Management Committee has no executive powers or operational responsibilities/duties.

2. Authority

The Finance Audit and Risk Management Committee

- is a Committee of the Academy Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board.
- is authorised to request any information it requires from any employee, external audit, internal audit or other assurance provider.
- may obtain outside legal or independent professional advice it considers necessary to carry out its responsibilities normally in consultation with the Accounting Officer and/or the Trust Board. The Committee will report to the Board on any decisions

taken in accordance with the Scheme of Delegation and delegated powers, including the schools assets, depreciation and removal of such items from the asset register. The Committee may require experts to be present and to advise when drafting disclosures to be made in the Trust's annual Report and Accounts.

3. Composition

- Membership of the Committee will comprise a minimum of three and a maximum of five committee members. At least two of these committee members must be trustees.
- Until otherwise determined by the board of trustees, a quorum shall consist of three members of the committee.
- At least one member of the Finance, Audit and Risk management Committee should have recent or relevant accountancy, or audit assurance, experience.
- Staff employed by the trust may be invited to attend the committee to provide information and participate in discussions but should not be members of the committee.
- Any trustee may attend a meeting of the committee, including those who are not members of the Finance, Audit and Risk Management Committee.
- The chief executive officer/accounting officer and chief financial officer should also attend meetings.
- The CEO/Accounting Officer will be an ex officio member of the Finance, Audit and Risk Management Committee but is unable to vote on any matters relating to Audit.
- Membership will comprise of a minimum of three and a maximum of five committee members.
- The Chair of the Finance, Audit and Risk Management Committee will be appointed by the Board. If the Chair is absent from a meeting, the members shall choose another member, who is also a member of the Board, to act as chair for that meeting.
- The Clerk to Trustees shall be the Clerk to the Committee.

4. Reporting

The Finance, Audit and Risk Management Committee will:

- report back to the Trust Board at least five times a year.
- Submit to the board an annual summary report provided by the internal auditor on areas reviewed by internal audit covering key findings, recommendations and conclusions.
- provide minutes of all Finance, Audit and Risk Management Committee meetings for review at board meetings

5. Terms of Reference

- Recommend to the board of trustees adoption of policies assigned to this group as identified in the central trust policies list, including the Scheme of Financial

Delegation.

- Subject to the detailed requirements of the Academy Trust Handbook, Funding Agreement and the Financial Regulations of the Trust, the Committee shall consider and advise the Board on the following specific matters:

External Audit

- 1 Recommend to members on the appointment, reappointment, dismissal and remuneration of the external auditor, pursuant to the competitive tender process.
- 2 Approval of the Auditor's terms of engagement, including any engagement letter issued at the start of each audit and scope of audit.
- 3 Review and approve the annual external audit plan and ensure that it is consistent with the scope of the audit engagement.
- 4 Review any representation letter(s) requested by the external auditor before they are signed by the Trust Board.
- 5 Consider the independence and objectivity of the external auditors, considering the relevant UK professional and regularity requirements and relationship with the auditor as a whole including the provision of non-audit services.
- 6 Ensure that any additional services undertaken by the auditors are compatible with the audit independence and objectivity
- 7 Review the quality and cost effectiveness both internal and external auditors
- 8 Review the accounting officer's letter to auditors on regularity, propriety and compliance in relation to the Annual Report and Financial Statements
- 9 Review the external auditor's management letter and management response to the auditor's findings and recommendations.
- 10 Review the annual report and accounts
- 11 Review the findings of the audit with the external auditor, this shall include but not be limited to;
 - discussion of any issues which arose during the audit;
 - any accounting or audit adjustments;
 - levels of error identified during the audit;
 - effectiveness of the audit.

Internal Scrutiny

- 12 Recommend to Trust Board on the appointment, reappointment, dismissal and remuneration of the internal auditor, pursuant to the competitive tender process.
- 13 Ensure the internal auditor is not the same audit firm as the appointed external auditor
- 14 Provide assurance to the trust board that key risks are being addressed appropriately and review the trusts approach to internal scrutiny in the event of changes to the trusts size, complexity or risk profile.
- 15 With the trust's internal auditors, identify areas for review on a risk basis, and agree the programme for checking financial and non-financial systems, controls,

transactions and risks across all the trust schools.

- 16 Ensure that the programme of internal scrutiny delivers objective and independent assurance.
- 17 Advise the Trustees on the adequacy and effectiveness of the trust's systems of internal control
- 18 Consider the appropriateness of executive action following internal scrutiny reviews and advise senior management on any additional or alternative steps to be taken
- 19 Annually review the effectiveness of internal audit.

Risk Management

- 20 Ensure that all categories of risk are being adequately identified, reported and managed
- 21 Review the risk register regularly, and at least annually, and highlight to the trust board any emerging, changing or declining risks identified
- 22 Advise the board on the adequacy of the trusts business continuity and disaster recovery plans
- 23 Review the Trust's procedures for detecting fraud, and any other criminal offences.
- 24 Review all audit reports relating to health and safety including minutes from the Health and Safety internal committees and report findings to the main Board.
- 25 Advise the Trust Board on the strengths and weaknesses of growth and acquisition opportunities.

Funding

- 26 To consider each of the school's indicative funding, notified annually by the DfE/ESFA and to assess its implications for the relevant school, drawing any matters of significance or concern to the attention of the Board.
- 27 To review and consider each of the schools' budgets each financial year and recommend acceptance or non-acceptance of these budgets to the Board.
- 28 To receive & review the schools' strategic plans, through the consideration of financial priorities and proposals, in consultation with the relevant the Principal and the Business Manager and with the stated and agreed aims and objectives of the relevant School.
- 29 To receive and make recommendations on the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in each of the schools' strategic plans.
- 30 To consider requests from the schools and the trust for exceptional expenditure and make appropriate recommendations to the Board.
- 31 To review financial policy including consideration of long-term planning and resourcing in accordance with each of the schools' development plans.
- 32 To manage the Reserves of the trust in line with the Reserves policy including the proposals and recommendation to the board of any short and long term

investments.

Financial Scrutiny

- 33 To monitor, review and challenge when necessary the reports relating to income, expenditure and cashflow ensuring compliance with the overall financial plan for the schools, drawing any matters of concern to the attention of the Board.
- 34 To receive and review reports from the schools about financial transactions notifiable to the ESFA i.e. related party transactions, pecuniary interests, settlements, transactions over delegated limits.
- 35 To review prior to submission the School Resource Management Self-assessment return (SRMSA), the Budget Forecast Return (BFR), Academies Accounts Return (AAR) and any other relevant reports to the ESFA and other relevant DfE departments.
- 36 To review the award and expenditure of grants awarded to the trust and ensure they are spent in the way that it was intended.
- 37 Review and make recommendations with regard potential bid opportunities relating to sustainability, capacity and growth.

Financial Procedures

- 38 Setting Trust wide procurement policies
- 39 Monitor and review financial procedures, ensuring the effective implementation and operation, including the implementation of bank account arrangements and where appropriate make recommendations for improvement.
- 40 To approve the financial statement that forms part of the annual report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the Academy Trust Handbook).

Property Management

- 41 To receive, consider and approve / decline requests from schools about the acquisition, use or disposal of land, property or significant assets over the value of £1,000 (either purchase value or current value)
- 42 To monitor the expenditure of Capital Improvement Funding (CIF) and to ensure the appropriate procurement and regularity procedures are followed.
- 43 Determining use of premises and ensuring they are adequately maintained.

General

- 44 Reviewing or investigating any other relevant/appropriate matters referred to the Trust Board, including, but not limited to, concerns raised by staff, whistleblowing, risk management and mitigation.

- 45 Drawing any significant recommendations and matters of concern to the attention of the Trust Board.
- 46 The Committee shall review annually its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the main Board for approval.
- 47 The Committee shall ratify the pay decisions made by the People Committee.

2. Membership

Name of Committee Member	Role
Jayne Hodgkiss	Chair of Trustees
Andrew Williams	Chair of FARM Committee
Mohammed Akbar	Member of FARM Committee
Melanie Fitter	Member of FARM Committee
Steve Dainty	Member of FARM Committee
Clare Thorpe (CEO)	Ex Officio/CEO/Accounting Officer
Invited to attend	
Julie Smallwood (CFO)	Chief Financial Officer
Mark Brown	Facilities Manager
Attingham Education	Governance Professional

Quorum:	At least 3 members of the committee
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Date Committee established:	Xx/xx/xx
Date of next review:	Xx/xx/xx

History of amendments	Date
Committee reviewed & approved ToR	

The People and Culture Committee - Terms of Reference

The Board of Trustees has established a People Committee to oversee the development of a robust personnel management policy framework for the trust, with the aim of ensuring that the Trust is well staffed with suitably qualified and experienced staff within an agreed budget.

1. Responsibilities

- To advise the Board regarding pay policy, annual pay reviews for executives, teaching staff and support staff.
- To advise the board on strategic matters with personnel implications and other key matters.
- The work of the Committee must reflect a good understanding of personnel legislation that applies to the Trust.
- The Committee is required to determine compliance systems that give assurance that the Trust is meeting its statutory and legal responsibilities in relation to its staff.
- Monitor and review safeguarding procedures within the Trust's schools and inform the Board of any safeguarding concerns. Receive regular safeguarding reports from individual schools and risks identified by the Trust Safeguarding Lead.
- Support the Ofsted process for each individual school as required.

2. Authority

The People Committee:

- is a Committee of the Academy Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board.
- is authorised to request any information it requires from any employee, external audit, internal audit or other assurance provider.
- may obtain outside legal or independent professional advice it considers necessary to carry out its responsibilities normally in consultation with the Accounting Officer and/or the Trust Board.

3. Composition

- Membership of the Committee will comprise a minimum of three and a maximum of five committee members.
- Until otherwise determined by the board of trustees, a quorum shall consist of three members of the committee.
- Staff employed by the trust may be invited to attend the People Committee to provide information and participate in discussions but should not be members of the committee.
- Any trustee may attend a meeting of the People Committee, including those who are not members of the People Committee.
- The chief executive officer/accounting officer should also attend meetings.

4. Reporting

The People Committee will:

- report back to the Trust Board at least five times a year.

- provide minutes of all Committee meetings for review at board meetings.

5. Terms of Reference

To recommend to the board of trustees, adoption of policies assigned to this group as identified in the central trust policies list.

The powers and functions delegated by the Board to the People Committee are set out below:

Pay

- 1 To operate in accordance with the Trust's appraisal policy. This includes the appraisal process for the CEO, headteachers/principals and all staff and pay determination.
- 2 Carry out the pay review of the Executive Headteacher and ensure it is carried out in a fair and transparent way
- 3 To moderate pay decisions across the schools.
- 4 A panel selected from the Committee to hear any appeal by a teacher employed at any school against the outcome of their threshold assessment application.
- 5 A panel from the Committee to hear any appeal by an employee employed at any school against the outcome of their appraisal.
- 6 To determine annually, in accordance with the School Teachers' Pay and Conditions Document the Appraisal and Pay Policies adopted by the trust, to be ratified by the FARM Committee.
- 7 To determine annually, in accordance with the adopted Pay Policy and any appropriate regulations, contractual obligations and agreements, the salaries and gradings of support staff.
- 8 To deal with any other matters relating to pay, appraisal and employment as may be referred by the Board.

Grievances

- 9 To consider staff grievances where there is a referral under the grievance procedure adopted by the Board. A panel comprised of members of the Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure. Normally, grievances will be heard by a panel selected from LGBs.
- 10 To consider staff complaints of harassment where there is a referral to the Committee under the procedure adopted by the Board. The Committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy. Normally, this will be heard by a panel selected from LGBs.

Staff Discipline/Dismissals

- 11 Under the disciplinary or capability procedures for the Headteacher/Principal adopted by the Trust Board, to consider formal action against the Principal and for a panel comprised of members of the Committee to make a determination as provided for under either procedure. The Committee will be responsible for the future review of any sanction short of dismissal as required under the relevant

procedure.

- 12 Under the disciplinary or other relevant procedures (e.g. relating to capability, staff reductions or incapability due to ill-health) adopted by the Board, to make any determination that any member of staff employed at a school should be dismissed from their post. This would normally be heard by a panel from LGBs.
- 13 Before taking a decision on dismissal, to give the member of staff concerned an opportunity to make representations on the proposed action and to consider those representations at a formal meeting conducted in accordance with the relevant adopted procedure.
- 14 Where it is determined that a member of staff should be dismissed, to ensure that the member of staff is notified of the decision, the reason for it and that the member of staff has a right of appeal against the decision.

Staff Appeals

- 15 Under the disciplinary procedure or capability procedure adopted by the Board, to consider any appeal against a sanction short of dismissal issued by the Principal or by the staff discipline/dismissal Committee to a member of staff employed at the School.
- 16 Under the disciplinary or other relevant procedures (e.g. relating to capability, redundancy or incapability due to ill health) adopted by the Board, to consider any appeal against a decision of the staff discipline/dismissal Committee to dismiss from their post a member of staff employed at the School.
- 17 To consider appeals under other procedures as may from time to time be delegated by the Trust Board, including appeals under the School's adopted Pay Policy.

Personnel

- 18 To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the schools.
- 19 To advise on the strategic planning of human resources.
- 20 To monitor the communication and consultation of policies and processes to staff and review feedback.
- 21 To advise on the means of achieving active participation by staff in policy development.
- 22 To advise and recommend revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay.
- 23 Oversee a biannual review of benefits in the Trust as compared to other similar Trusts to ensure the Trust is competitive in terms of staff recruitment, satisfaction and retention.
- 24 To ensure the legal requirements for ECT induction are complied with.
- 25 Ensure at least an annual staff satisfaction survey is carried out and to ensure the Board and LGBs allocate time to discuss the results and resulting actions.
- 26 Lead the establishment of a flexible working approach for the Trust, including policy development

- 27 In conjunction with the Curriculum Committee, ensure there is a clear coaching and mentoring plan in place, as well as additional development opportunities such as apprenticeships, to support succession planning and talent development across the Trust
- 28 Monitor the effectiveness of the Trust Equality, Diversity and Inclusion approach
- 29 The Board delegate the appointment of all staff to the relevant Headteacher/Principal, with the exception of Headteacher/Principal appointments that are made by the CEO supported by Trustees and LGB members

General

- 30 Reviewing or investigating any other relevant/appropriate matters referred to the Trust Board, including, but not limited to, concerns raised by staff, whistleblowing, risk management and mitigation.
- 31 For a school subject to school reorganisation through growth or reduction in size, review the group size, individual salary ranges for the Headteacher and their senior staff and advise the Board accordingly.
- 32 Ensure an effective Workforce Development Strategy is in place and monitored
- 33 Receive reports on all HR key statistics, such as staff absence, retention, recruitment, interviews, diversity and exit interviews, to enable review of trends and be assured of effective action plans to address key issues
- 34 Review of policies relating to students.
- 35 Review of safeguarding and exclusion reports from all schools.

6. Membership

Name of Committee Member	Role
Sarah Vogel	Chair of People Committee
Hilary Hargrave	Member of People Committee
Jill Higgins	Member of People Committee
Paul Fisher	Member of People Committee
Clare Thorpe (CEO)	Ex Officio/CEO/Accounting Officer
Invited to attend	
Julie Smallwood	CFO
Attingham Education	Governance Professional

Quorum:	At least 3 members of the committee
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Date Committee established:	xx.xx.xx
Date of next review:	xx.xx.xx

History of amendments	
Committee reviewed & approved ToR	

The Curriculum Committee - Terms of Reference

The Board of Trustees has established a Curriculum Committee to oversee and advise the Board on matters relating to the Trust's Education and Teaching and Learning portfolio, and to provide a formal and transparent process for reviewing educational outcomes for pupils.

7. Responsibilities

- Monitor and report to the Board on the overall progress of each individual School and where there are any risks.
- To advise the Board on the quality assurance of provision within each individual School.
- Advise the Board on strategic staffing matters and pupil numbers across the Trust's schools
- Receive reports/information on all key aspects of pupil performance across the Trust, including any under-performance
- Review and approve the Trust level policies for which responsibility has been delegated to the committee by the Trust Board, as outlined in the Policies Review Schedule
- Support the Ofsted process for each individual school as required
- Review the staffing establishments for each school prior to budget approval from the Board, and, in conjunction with the People Committee, recommend the approach to pay across the schools
- Review the use of targeted funding, especially for the disadvantaged, whilst sharing good practice across the schools
- Maintain a regular and positive relationship with the Headteachers of each school within the Trust facilitated by presentations by Headteachers about their schools to the Committee
- In conjunction with the People Committee ensure there is a clear coaching and mentoring plan in place supporting succession planning and talent development across the Trust.
- Advise the Board and support any due diligence around education and safeguarding on any acquisitions to the Trust and in conjunction with the Finance, Audit and Risk Management Committee advise as to the suitability and timing of any school/academy joining the Trust
- Review arrangements for growth and expansion in the Trust (including free schools), to ensure capacity, and operationally review bids for submission in conjunction with the Finance, Audit and Risk Management Committee
- Maintain an awareness of the educational landscape and opportunities for additional funding.
- Review and report to the Board on the School Improvement plans for each individual School

8. Authority

The Curriculum Committee:

- is a Committee of the Academy Trust Board and is authorised to investigate any

activity within its terms of reference or specifically delegated to it by the Board.

- is authorised to request any information it requires from any employee, external audit, internal audit or other assurance provider.
- may obtain outside legal or independent professional advice it considers necessary to carry out its responsibilities normally in consultation with the Accounting Officer and/or the Trust Board.

9. Composition

- Membership of the Committee will comprise a minimum of three committee members.
- Until otherwise determined by the board of trustees, a quorum shall consist of three members of the committee.
- Staff employed by the trust may be invited to attend Curriculum Committee to provide information and participate in discussions but should not be members of the committee.
- Any trustee may attend a meeting of the Curriculum Committee, including those who are not members of the Curriculum Committee.

10. Reporting

The Curriculum Committee will:

- report back to the Trust Board at least five times a year.
- provide minutes of all Committee meetings for review at board meetings.

11. Membership

Name of Committee Member	Role
Tony Abrahams	Chair of Curriculum Committee
Jayne Hodgkiss	Chair of Governors and member of Curriculum Committee
Paul Goddard	Vice Chair of Governors and member of Curriculum Committee
Jill Higgins	Member of Curriculum Committee
Mel Fitter	Member of Curriculum Committee
Mohammed Akbar	Member of Curriculum Committee
Invited to attend	
Nicola Fowles	Director of Primary Education
Attingham Education	Governance Professional

Quorum:	At least 3 members of the committee
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Date Committee established:	xx.xx.xx
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Date of next review:	xx.xx.xx
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History of amendments	
Committee reviewed & approved ToR	

Appendix 5

Powers & Functions Delegated to LGBs

Remit and Responsibilities of the LGBs

The powers and functions delegated by the Board to the LGBs are set out in detail in the Trust's Scheme of Delegation as approved by the Board. Key areas of focus include:

- Understanding the Trust's vision and ethos
- Understanding the local community
- Understanding the school
- Working with the headteacher
- Reviewing actions
- Undertaking specific responsibilities
- Managing risks

A high-level summary of the key activities and functions to be undertaken throughout the year by the LGB is set out below.

Key Activities		Typical Inputs
Understanding the Trust's vision & ethos • The Trust's vision and ethos statement	↔	Understanding the Trust's vision & ethos • The Trust's vision and ethos audit
Understanding the community • Understanding what services currently exist and where the gaps are • Understanding local issues & needs • Understanding how the school relates to the wider learning community	↔	Understanding the community • Community audit • Parent and student voice • PTA/Friends of the Trust etc.
Understanding the school • Student attainment & progress • Curriculum • Student behaviour, attendance & safety • Quality of teaching & learning • Continuing Professional Development	↔	Understanding the school • KPI sheets and Trust / School report cards • Performance data • National averages/floor standards • Ofsted reports • School Self-evaluation • School visits

Working with the Headteacher • Assist in setting priorities for School improvement • Positively challenge and proactively support the Principal and leadership team	↔	Working with the Headteacher • School Development Plan • Local aspirations and community needs • School Self-evaluation (SEF) • Parent and student voice
Reviewing actions • Know the improvement targets and strategies • Know the allocation of resources • Know how to review progress • Know how Pupil Premium is used	↔	Reviewing actions • School Development Plan • Budget Data • Pupil Premium Report
Undertaking specific responsibilities LGB Members are encouraged to be linked with key curriculum and/or other areas of interest/work, eg: • Exclusions • Safeguarding LGB Members may also be involved with: • Hearing complaints • Attending grievances & appeal hearings	↔	Undertaking specific responsibilities LGB Members with link responsibilities are expected, in line with good practice, to be familiar with policy relating to their area of work.
Managing risk LGB Members are encouraged to: • Complete safer recruitment training • Receive internal audit reports • Monitor Health & Safety compliance	↔	Managing risk • Governors to be aware of the Recruitment & Selection policy • SBM updates and central trust reports • H&S reports and reviews • Conditions surveys

The LGB's duties include:

- Safeguarding
- Pupil and student outcomes
- The provision for children with SEND
- Engagement with the local community
- Health and safety
- Risk management
- Implementation of CE Trust's principles, practices, policies and procedures
- Monitoring the quality and effectiveness of CE Trust's operations and function

- Engagement in all CE Trust partnership work
- School vision and strategic planning at school level
- Determination and implementation of school policy, procedures and practice when not centrally derived
- Teaching, learning and assessment quality and impact
- Leadership and management quality and impact
- Curriculum and qualifications quality and impact
- Pupil personal development, behaviour and welfare quality and impact
- School budget setting, monitoring and review including impact
- Appointing of relevant staff in the school
- Pupil admissions
- Pupil exclusions
- Pupil attendance
- Quality assurance and self-evaluation
- Legal compliance
- Ofsted readiness and response to the outcomes of inspections
- Supporting trustees with the appointment and removal of governors
- Parental complaint