

The Aspire Educational Multi Academy Trust

Terms of Reference



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The Aspire Educational Multi Academy Trust

Vision and Values

The aim of AET MAT is to give children and young people from all backgrounds an outstanding education. In so doing, they will acquire the values, skills, knowledge and understanding to prepare them for life beyond the classroom and subsequently succeed. To achieve this aim, we will establish outstanding academies in our local communities and beyond. Our ethos will be based upon full inclusion, high expectations, outstanding teaching and learning and a relentless focus on the needs and potential of every child.

Our core values will shape and inform the operation of the Trust. They are:

- Valuing people
- Equality and diversity
- Ambition
- Challenge
- Rigour
- Accountability
- Transparency
- Partnership

Ethos and mission statement

Each academy will become an outstanding school and work collaboratively with other schools within the MAT for mutual benefit and improvement. Schools will also maintain good working relationships with other local schools, community organisations and the local authority to ensure they fully serve their local communities.

AET Multi Academy Trust Board role and purpose

As a charity and company limited by guarantee, AET MAT (the “Company”) is governed by a board of Trustees (the “Trustees”) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust.

The Trustees are accountable to the Department for Education (DfE) and external government agencies, including the Charity Commission, for the quality of the education they provide and the effective use of the associated academy funding. They are required to have systems in place through which they can assure themselves of quality, financial probity, safety and good practice.

These terms of reference explain the ways in which the board fulfils its responsibilities for the leadership and management of the Trust. They have been adopted by the board in accordance with the Trust’s Articles of Association (the Articles) and should be read in conjunction with those Articles.

Trustees’ powers and responsibilities

The Trust board is responsible for the strategic direction, broad policy framework and oversight of the Trust and all its academies in order to ensure that the MATs vision and values underpin the work of the Trust and its direction of travel.

The board should also ensure the solvency of the Trust, safeguarding its assets and delivering its charitable outcomes. The board oversees the performance of the Trust, including the management of risk. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality assurance processes.

The Trustees have a duty to act in the fulfilment of the Trust’s ‘objects’. They are:

‘to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools (“the academies”) offering a broad and balanced curriculum.’ (by exercising the powers identified in the Articles of Association, paragraphs 5a –r);

To promote for the benefit of the inhabitants of the areas in which the academies are located and the surrounding areas the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants’.

Trustees will have regard to the interests of all the academies for which the Trust is responsible in deciding and implementing Trust-wide policies or exercising any authority in respect of an academy.

As per Articles and Master Funding Agreement, the Trust board has sole responsibility for strategic decision making in the Trust. On behalf of the Trust, the board can decide to delegate some (but not all) of its decision making powers to board committees, including a MAT Standards and Resources committee and a Local Academy Committee.

These delegations must take full account of the Trust's legal responsibilities and ensure effective risk management.

Membership

All Trustees are appointed by the AET MAT Members.

The Aspire SLT will serve ex officio as associate Trustees while they remain in that post.

The quorum for Trust board meetings will be 2/ 3

Trustees are appointed because of the range of skills and expertise they can bring to help to realise the vision and values for the Trust and enhance the effective strategic leadership and management of the Trust.

Appointment of Chair and Vice-Chair

The chair of the Trust board is appointed by the Trustees and normally holds office for three years. S/he is eligible for re-election.

The vice-chair of the Trust board and independent chair of the Hub boards and chair of Resources Committee are elected by the Trust board. They normally hold office for three years and are eligible to stand for re-election.

The Trust board can choose to vary the term of office of individual Trustees up to a maximum of four years in order to ensure continuity and sustainability.

If the chair and vice-chair are absent from any meeting of the board, the members shall choose one of their number to act as chair for the meeting.

Meetings

The Trust board shall meet every term; The Resources Committee will meet 6 times per year. Extraordinary meetings may be called at short notice if there are urgent issues that need board discussion and/or a board decision.

The Trust will appoint a clerk to the board.

Clerking

The Trust clerk will be responsible for arranging meetings, taking and distributing the minutes (together with other relevant papers) and following up agreed actions.

Trustees Terms of Reference

- Membership of the board will be Chair, Vice Chair and 5 other Trustees. The Aspire SLT will be represented in an associate role.
- The quorum for each meeting shall be 2/3 of the committee.
- Terms of office will be 4 years for all members of the board including the Chair and Vice Chair.
- Chair and Vice Chair cannot be employees of the Trust.
- In the event of a vote not securing the majority the Chair will have the deciding vote.
- The board is to meet termly and otherwise as required, using the terms of reference as a guide to agenda setting.
- The trust clerk will be responsible for arranging meetings, taking and distributing the minutes (together with other relevant papers) and following up agreed actions.
- The board will ensure that all aspects of their work meet all statutory and safeguarding requirements.

The duties of the Trust board shall be:

Setting the strategic direction

To ensure the vision and values underpin the way in which the Trust works and relationships within the Trust;

To determine mission of the Trust;

To approve the Trust business plan.

Ensuring high standards of achievement and improved performance

To ensure that all academies in the Trust are effectively challenged and supported to maximise outcomes of children and young people who attend Trust academies;

To receive reports from the Hub Boards, Resources Committees and Local committees at every board meeting in order to review regularly outcomes and impact against key performance indicators as identified in the Trust's business plan;

To challenge and support the Trust's senior officers and academy leaders to achieve best value in terms of impact, outcomes, quality and cost.

Ensuring strong and robust governance

To ensure compliance with the Trust's duties under company law and charity law and agreements made with the Department for Education (DfE) including Master Funding Agreement and Supplemental Funding Agreements;

To ensure the continued charitable status of the Trust;

To approve the Trust board's terms of reference and keep them under regular review;

To approve the Trust's accountability framework and keep it under regular review;

To approve the terms of reference of the Standards, Resources and Local Academy committees and keep them under regular review;

To approve the Trust's policy framework that identifies responsibilities for approving specific policies and keeping this under regular review;

To take timely action to address decisions for which there is a legal requirement for board approval;

To ensure effective consultation and communication with all constituent parts of the Trust;

To review its own effectiveness regularly and agree appropriate actions to improve its performance.

Ensuring sound financial practices

To approve the Trust's annual budget and keep it under regular review by receiving a report from the Resources committee at every board meeting;

To approve each Trust academy's bottom line annual budget, review annually and endorse plans to address identified over or underspends;

To agree the scheme of Financial Delegation to Trust academies and review this annually;

To receive the annual report from the Trust's auditors and take the appropriate actions to respond positively to any recommendations.

Becoming the employer of choice

To approve Trust wide employment policies for all Trust employees through the Resources Committee;

Ensuring a secure health and safety environment

To approve the Trust's health and safety policy and review its implementation annually;

Ensuring effective child protection and safeguarding

To approve the Trust's safeguarding policy and keep it under regular review;

To receive an annual report on the effectiveness of safeguarding practices in Trust academies and within the Trust.

Acting as the admissions authority

As the admissions authority for all Trust academies, determine the admissions arrangements for all academies and review annually;

Reporting procedures

The clerk to the Trust board shall circulate minutes of the meetings, the agenda and any associated papers for forthcoming meetings at least seven working days before the date of the board meeting.

Ratify delegated policies

Model Agenda: Full Board of Trustees

Autumn Term – Meeting 1
CEO Report
Setting the strategic direction:
Ensuring strong and robust governance
Ensuring high standards of achievement and improved performance
Ensuring sound financial practices
Ensuring a secure health and safety environment
Ensuring effective child protection and safeguarding
Reports from Trustees
Training for Autumn Term

Spring Term – Meeting 1
CEO Report
Setting the strategic direction:
Ensuring strong and robust governance
Ensuring high standards of achievement and improved performance
Ensuring sound financial practices
Ensuring a secure health and safety environment
Ensuring effective child protection and safeguarding
Reports from Trustees
Training for Spring Term

Summer Term – Meeting 1
CEO Report
Setting the strategic direction:
Ensuring strong and robust governance
Ensuring high standards of achievement and improved performance
Ensuring sound financial practices
Ensuring a secure health and safety environment
Ensuring effective child protection and safeguarding
Reports from Trustees
Training for Summer Term
Review the effectiveness of the board.

RESOURCES COMMITTEE

- Membership of the committee will be Chair, Vice Chair and 3 other Trustees. The Aspire SLT will be represented in an associate role.
- The quorum for each meeting shall be 2/3 of the committee.
- Terms of office will be 4 years for all members of the committee including the Chair and Vice Chair.
- Chair and Vice Chair cannot be employees of the Trust.
- In the event of a vote not securing the majority the Chair will have the deciding vote.
- The committee is to meet termly and otherwise as required, using the terms of reference as a guide to agenda setting.
- The committee is to report to the board of Trustees.
- The trust clerk will be responsible for arranging meetings, taking and distributing the minutes (together with other relevant papers) and following up agreed actions.
- The committee has delegated power to make its own decisions in accordance with the Multi Academy Trust's established scheme of delegation.
- The committee will ensure that all aspects of their work meet all statutory and safeguarding requirements.
- To contribute to the formulation of the Trust's development plan, through the consideration of Personnel and financial priorities, with the stated and agreed aims and objectives of the academy.

TERMS OF REFERENCE - PERSONNEL

To take the lead on:

- Ratifying the academy's staffing levels including leadership structures.
- Review and approve the principal's recommendations on teachers and non-teaching staff's salaries that exceed one point progress and all applications to move from the main pay scale to UPS.
- Considering the CEO recommendations on paid MAT staff / Directors' pay which exceeds the equivalent of one point pay progression.
- Agreeing a joint pay policy.
- Supporting the appointment of a new Principal and all others on the leadership scale (alongside the LAC).
- Agreeing of all recruitment and retention payments including bonuses for exceptional performance.
- To approve and review a Performance Management policy for all staff.
- To review career stage expectations for staff as recommended by the CEO and SLT
- To review and agree policies relating to Personnel including disciplinary, capability, grievance, redundancy, sickness and maternity.
- To oversee the process leading to staff reductions.
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To consider any appeal against a decision on pay grading or pay awards
- To review and agree policies relating to Personnel as delegated by the trust.

Linking with the committee the Trust SLT will:

- Carry out the Performance Management of the Principal alongside the Chair of Local Committee.
- Take a lead on offering support and challenge to each Principal on the strategic planning for internal promotions and permanent staffing posts (talent management and succession planning).
- Monitor the programme of professional development to ensure that it links to the academy's development planning, and has impact on the overall standards throughout each academy.

To accept full delegated responsibilities for the discharge of the following duties:

- The committee will ensure that all procedures relating to the recruitment, selection and appointment of all teaching staff follow the guidance in the most recent version of the Academy Teachers Pay and Conditions documentation, the MAT policy on Safer Recruitment and the requirements of the DfE document "Keeping Children Safe in Education 2016".

This will be achieved through an annual report from HR representative.

TERMS OF REFERENCE: FINANCE

To accept full delegated responsibilities for the discharge of the following duties:

- Ensure that all procedures relating to the 'Academies Financial Handbook' published by the ESFA are fully met.
- Ensure that all decisions taken by the committee adhere to the MAT's principle of "Best Value".
- For each Academy, approve the first formal budget plan of each financial year.
- To consider the Trust's indicative funding, notified annually by the DfE, and to assess its implications, drawing any matters of significance or concern to the attention of the trust board.
- For the trust, approve the first formal budget plan of each financial year.
- Monitor half termly the income, expenditure, cash flow, reserves and 3 year budget projections throughout the year of all delegated and devolved funds against the annual budget plan for each Academy and trust. **To challenge any significant budget variance in each academy – in line with the Financial Regulations.**
- Approve Trust's Financial procedures including financial delegation, risk management and finance policies.
- Consider the CFO recommendations on any service level agreements the Trust might enter into.
- Receive from the Principals recommendations to the MAT board on the award of contracts in line with the Scheme of Delegation and Financial Regulations.
- Approve / cease extended services provided by an individual academy.
- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures and where appropriate respond to auditor findings.
- To ensure that each academy has a Business Continuity Plan
- To make decisions in respect of service agreements, contracts and insurance (buildings and public liability).

- To regularly review risks to internal financial control through the risk register and agree a programme of work to address any risks.
- To review and agree policies relating to Finance as delegated by the trust.
- To annually review the academy's risk profile, taking account of its legal obligations, business objectives and public expectations and recognising and managing present and future risks to ensure its effective and continued operation. To maintain a risk register.
- To review tri-annually the LGPS actuarial assessment basis to ensure changes in financial markets are taken into consideration.
- To serve as the internal audit committee for the Trust.

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Linking with the committee the Trust SLT will work with the principals on:

- The preparation of an annual budget [revenue and capital] for each Academy that reflects the Academy's Development Plan.
- Establishment of a three-year budget plan taking into account the agreed priorities in the Academy Development Plan.

TERMS OF REFERENCE: PREMISES

- To ensure that each academy has adequate buildings insurance and personal liability.
- For each Academy, to develop an Academy buildings strategy for 3 years.
- To ensure that the Academy operates with sound procurement procedures and that the Academy premises and grounds are maintained in a satisfactory state, including developing properly funded maintenance plans.
- To approve the MAT Health and Safety policy.
- In consultation with the Principal and CEO to oversee premises related funding bids and tendering arrangements
- To receive the internal and external reports termly from the MAT Health and Safety Officer and the external report from CE LA.
- Maintain the Trust's risk register and ensure appropriate risk management strategies.

Ratify delegated policies

Model Agenda: Resources

Autumn Term – Meeting 1	Autumn Term – Meeting 2
Elect Chair and Vice Chair	Financial review
Review Terms of Reference & Committee Membership	Review Financial Draft Audited Accounts
Review Terms of Reference & Membership for Pay Committee	To ensure the audited accounts are submitted to the ESFA by 31 December
Report staff and Governor declarations of interest	Annual review of committee Competencies, identify any training needs.
Financial review	Consider Finance & Staffing legislative changes. ESFA etc
Consider Finance & Staffing legislative changes. ESFA etc	Report on performance management targets
Actuarial Assessment Annual Review	To review and approve any relevant policies.
Consider business plan Finance & Staffing implications	To review Principals/Aspire staff pay increases
To consider any building and capital investment projects	
To ensure that the trust is complying with health & safety requirements.	

Spring Term – Meeting 1	Spring Term – Meeting 2
Financial review	Financial review
Consider Capital Project Expenditure & Authorisation	Review Investment Deposit/Opportunities
Benchmarking review	Consider Finance & Staffing legislative changes. ESFA etc
Review Business Continuity Plan	
Review VAT Returns	
To consider internal audit report	
Consider Finance & Staffing legislative changes. ESFA etc	
	To review and approve any relevant policies.

Summer Term – Meeting 1	Summer Term – Meeting 2
Financial review	Financial review
Consider Capital Project Expenditure & Authorisation	Consider any Staff changes impacting budget plan
Prepare Financial Accounts for Audit.	Review and approve draft budgets
To ensure accounts are submitted to Companies House	Annual review of the Academies Financial Handbook.
Review service contract suppliers (CHeSS)	Approve the Manual of Internal Financial Procedures
Inventory Audit Report & write offs	Consider Finance & Staffing legislative changes. ESFA etc
Appoint Academy Internal Auditor for next financial year	Review the format of the financial information
Appoint Academy accountants for next financial year	Annual review of Risk Register
Review risks and insurance arrangements	
Consider Finance & Staffing legislative changes. ESFA etc	
Review & agree the organisation staff Structure	Review the format of the personnel information
Consider any Staff changes impacting budget plan	To review and approve any relevant policies.
	Annual Staff Absence Report

PROGRESS AND STANDARDS COMMITTEE

- Membership of the committee will be the Director of Education, Deputy CEO, independent hub chair plus at least 3 Trustees
- The quorum for each meeting shall be 3 of the committee and must include at least 1 Trustee
- Terms of office will be 4 years for all members of the committee including the Chair and Vice Chair.
- The committee is to meet termly (three times per year) and otherwise as required, using the terms of reference as a guide to agenda setting.
- The committee is to report to each meeting of the The Board of Trustees
- The Trust clerk will be responsible for arranging meetings, taking and distributing the minutes (together with other relevant papers) and following up agreed actions.
- The committee has delegated power to make its own decisions on behalf of, and without referral to, the Board of Trustees, except where the subject matter requires Board of Trustees consideration by law or in accordance with the academy's established scheme of delegation.

TERMS OF REFERENCE

To work in consultation with the MAT on the following duties:

- monitoring and evaluating rates of progress and standards of achievement by all children.
- Ensuring expectations and resulting attainment and progress are sufficiently challenging and at least in line with statutory requirements
- Monitoring the quality of teaching and CPD
- Monitoring numbers on roll, attendance – including the attendance of Pupil Premium children, persistent absence and exclusions

To take the lead on:

- ensuring that the curriculum is balanced, broadly based, meets the needs of all children and complies with statutory and trust requirements
- assist in setting priorities for improvement and monitoring and evaluating the impact of improvement plans which relate to the committee's Terms of Reference.
- Identify a link Trustee member for SEND and for Pupil Premium

To accept full delegated responsibilities for the discharge of the following:

- Identify and celebrate pupil achievements
- Monitor and evaluate:
 - the effectiveness of leadership and management in raising the standards of achievement throughout the academy
 - the impact of quality of teaching on rates of pupil progress and standards of achievement in each class and across each key stage
 - the impact of continuing professional development on improving staff performance in terms of children's attainment.
 - the effectiveness of provision for Pupil Premium Children including reviewing of strategy and impact
 - the effectiveness of provision for children with SEND.
 - the quality of the curriculum in securing high standards of achievement

- the impact of any actions or interventions taken to address differential standards of achievement or rates of progress within groups of pupils (eg SEN, gender, disadvantaged [pupil premium], BME, EAL, children in care)

To consider local variance in the following policies:

- Sex and Relationships
- Religious Education
- SEN and the local offer

Model Agenda: Standards

Autumn Term – Meeting 1
Review termly numbers on roll (compared to PAN), attendance, unauthorised/persistent absence data for each academy, including information for diasadvantaged pupils.
Review progress and attainment data for each academy, including progress and attainment data for disadvantaged pupils.
Report on Pupil Premium: i. Spending and impact of the Pupil Premium funding for each academy for 2018-19.
Review the Development Plans for each school in the context of performance data and the Trust Development Plan and KPIs.
Review of the CPD undertaken in each school in the Trust

Spring Term – Meeting 1
Review termly numbers on roll (compared to PAN), attendance, unauthorised/persistent absence data for each academy, including information for disadvantaged pupils.
Review termly progress data for each academy. i. Standards Autumn 2018 - Hub HS. ii. Autumn term RAG rated action plans from each school. iii. Spring term action plans for each school.
Report on Pupil Premium: i. Spending and impact of the Pupil Premium funding for each academy for 2018-19. Planned expenditure/strategy for Pupil Premium funding 2019-20.
Termly report on collaborative work within the hub/with the other hub and update on Principals' meeting.
Wider curriculum - report on the work across hub schools
Quality of teaching and learning - report for each hub school.
Review of the CPD undertaken in each school in the Trust

Summer Term – Meeting 1
Review termly numbers on roll (compared to PAN), attendance, unauthorised/persistent absence data for each academy, including information for disadvantaged pupils and information regarding exclusions.
Review termly progress data for each academy. i. Standards Spring 2019 ii. Spring term RAG rated action plans from each school. iii. Summer term action plans for each school.
Report on Pupil Premium: Progress, attainment, attendance and exclusions.
Termly report on collaborative work within the hub/with the other hub and update on Principals' meeting.
Wider curriculum - report on the work across hub schools
Quality of teaching and learning - report for each hub school.
Review of effectiveness of the board
Review of the CPD undertaken in each school in the Trust

HUB BOARD COMMITTEE

- Membership of the committee will be an independent Chair, Vice Chair, Trust SLT and Chairs of LAC or nominated representative of each academy in the Trust.
- The quorum for each meeting shall be 2/3 of the committee.
- Terms of office for the independent chair will be 4 years; for all members of the committee ex officio.
- Chair and Vice Chair cannot be employees of the Trust.
- In the event of a vote not securing the majority the Chair will have the deciding vote.
- The committee is to meet termly and otherwise as required, using the terms of reference as a guide to agenda setting.
- The committee is to report to the board of Trustees, through the independent chair.
- The trust clerk will be responsible for arranging meetings, taking and distributing the minutes (together with other relevant papers) and following up agreed actions.
- The committee has delegated power to make its own decisions in accordance with the Multi Academy Trust's established scheme of delegation.
- The committee will ensure that all aspects of their work meet all statutory and safeguarding requirements.

TERMS OF REFERENCE

To accept full delegated responsibilities for the discharge of the following:

- Support and challenge pupil achievements across all of the year groups.
- Identify key strengths across the Trust and implement them more widely.

In terms of the whole Trust, to monitor and evaluate:

- The effectiveness of leadership and management in raising the standards of achievement throughout each academy.
- The impact of quality of teaching on rates of pupil progress and standards of achievement in each class and across each Key Stage.
- The impact of continuing professional development on improving staff performance in terms of children's attainment.
- The effectiveness of provision for children with SEND.
- The quality of the curriculum in securing high standards of achievement.
- The impact of any actions or interventions taken to address differential standards of achievement or rates of progress within groups of pupils (e.g. SEN, gender, disadvantaged [pupil premium], BME, EAL, children in care).

Other

- Numbers on roll, attendance and unauthorised absence data;
- Additional funds such as Pupil Premium, primary sports funding and capital projects are accounted for separately and in accordance with ESFA requirements
- Review and agree the development plans for each school including KPIs

Ensure

- Ensure the curriculum is broad and balanced and meets requirements for collective worship, RE, SMSC, PSHE and British values

- Ensure all requirements are met in respect of Disadvantaged pupils including publication of progress and attainment data.
- Ensure all requirements are met in respect of additional funding such as sports
- Ensure standards in each school meet agreed KPIs of trust development plan and individual school development plans funding

Share minutes of Hub Board meetings with each Local Academy Committee and monitor actions agreed

Model Agenda: Hub Board

Autumn Term – Meeting 1
Review termly numbers on roll (compared to PAN), attendance, unauthorised/persistent absence data for each academy, including information for disadvantaged pupils.
Review progress and attainment data for each academy, including progress and attainment data for disadvantaged pupils.
Report on Pupil Premium: i. Spending and impact of the Pupil Premium funding for each academy for 2018-19.
Review plans for collaborative within the hub/with the other hub.
Review the Development Plans for each school in the context of performance data and the Trust Development Plan and KPIs.
Review central services and additional support, including CPD, required for schools.
Interventions - reports from schools on top and bottom 3 interventions (as discussed at LAC summer term meetings).

Spring Term – Meeting 1
Review termly numbers on roll (compared to PAN), attendance, unauthorised/persistent absence data for each academy, including information for disadvantaged pupils.
Review termly progress data for each academy. i. Standards Autumn 2018 - Hub HS. ii. Autumn term RAG rated action plans from each school. iii. Spring term action plans for each school.
Report on Pupil Premium: i. Spending and impact of the Pupil Premium funding for each academy for 2018-19. Planned expenditure/strategy for Pupil Premium funding 2019-20.
Termly report on collaborative work within the hub/with the other hub and update on Principals' meeting.
Wider curriculum - report on the work across hub schools
Quality of teaching and learning - report for each hub school.
Report on Trust training - take up and impact
Approve Terms of Reference and membership of LACs.
Links/networking between LACs (Chairs).
Update on website compliance for all schools
Speech and language update

Summer Term – Meeting 1
Review termly numbers on roll (compared to PAN), attendance, unauthorised/persistent absence data for each academy, including information for disadvantaged pupils and information regarding exclusions.
Review termly progress data for each academy. i. Standards Spring 2019 ii. Spring term RAG rated action plans from each school. iii. Summer term action plans for each school.
Report on Pupil Premium: Progress, attainment, attendance and exclusions.
Termly report on collaborative work within the hub/with the other hub and update on Principals' meeting.
Wider curriculum - report on the work across hub schools
Quality of teaching and learning - report for each hub school.
Report on Trust training - take up and impact - CEO to provide a termly report for both Hubs on training to include moderation (action from spring term).
External reports to be considered
Governor Training.
Review of effectiveness of the board

Local Academy Committee

- Membership of the committee will be a minimum of 5 including Chair, Vice Chair, the Principal, a minimum of two parents and one staff member.
- The quorum for each meeting shall be 2/3 of the committee
- Terms of office will be 4 years for all LAC Members including the Chair and Vice Chair
- Chair and Vice Chair cannot be employees of the Trust
- In the event of a vote not securing the majority the Chair will have the deciding vote.
- The committee is to meet termly and otherwise as required, using the terms of reference as a guide to agenda setting.
- The committee is to report to the board of Trustees
- The trust clerk will be responsible for arranging meetings, taking and distributing the minutes (together with other relevant papers) and following up agreed actions.
- The committee has delegated power to make its own decisions in accordance with the Multi Academy Trust's established scheme of delegation.
- The committee will ensure that all aspects of their work meet all statutory and safeguarding requirements.

Link Governor Roles

Governors support the school and help to drive school improvement through involvement in school, self-evaluation, agreeing priorities for development and monitoring and evaluating the actions. In order to fulfil the role effectively governors are expected to:-

- Take a lead in one of the following areas
 - Chair – link area leadership and management, including Disadvantaged Pupils
 - Maths link governor
 - English link governor
 - Safeguarding and health and safety link governor
 - Well-being link governor – including behaviour and emotional well-being
 - Wider curriculum link governor including Sports Funding
- Visit school at least once per term, with an agreed focus relating to the current Academy Development Plan and their link role
- Write a report on any planned visit to school; the report is to be shared with the principal within 10 working days for approval, before submitting to the clerk for distribution for the next LAC

In addition to the above, in relation to **finance**, the LAC will:-

- Receive the academy summary budget from the Principal.
- Receive the budget Vs actual reports at each meeting.

Ratify delegated policies

See Information for Link Governors for further information and suggested questions you might ask.

Members

INTRODUCTION TO: ACADEMY TRUSTS -THE ROLE OF MEMBERS

Members duties:

1. Sign the memorandum and articles of association
2. Determine the name of the trust
3. Appoint members and trustees
4. Appoint and remove the auditors
5. Receive a copy of the Annual Accounts and Report
6. Ensure the success of the trust
7. Meet (usually once a year) at an AGM – this is optional
8. Dissolve the trust
9. Ensure there is external review of trustees (on a regular basis – at least every 3 years)

Considering vacancies:

- Be clear about distinctive nature of trustee board and trust members (DfE new articles do not allow for trustees to be members)
- Review the number of members – previously 3 was sufficient. DfE now recommending a minimum of 5. Need 75% in favour to pass a motion + to allow for resignations
- Focus on skills when appointing new members – leadership/ school improvement/finance/ business / HR

Key questions to consider:

- Does the trust board reflect the ethos and values of the trust?
- Is the trust board effectively fulfilling its 3 core functions?
- A clear vision for the trust and progress being made against the strategic aims
- Senior leaders held to account for performance of the trust

Sound financial oversight

- Do trust members know the schools and how school's needs are being met?
- Are stakeholders engaged and is this reflected in the reputation of the trust?

- Has the trust board engaged in self review and do members receive a copy of internal/ external evaluations.
- Does the trust board have skills gaps?
- Is there evidence that the charitable objectives are being met and that governance is effective?