

Terms of Reference

2024-25

PARTNERSHIPS | OPPORTUNITY | INTEGRITY | EQUITY | EXCELLENCE | PEOPLE-CENTRED

Date of Approval:	July 2024
Approved by:	Trust Board
Date of next Review:	July 2025



Consilium
Academies

Enriching Lives, Inspiring Ambitions



Pay Committee

Terms of Reference

1. Membership

- 1.1 The committee shall comprise at least three members, all of whom shall be trustees of the Trust Board. The Chair of the Trust Board and the Chair of the Performance will generally be members of the Pay Committee.
- 1.2 Appointments to the committee are made by the Trust board and will be reviewed annually.
- 1.3 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Accounting Officer (AO), the Head of HR and external advisers may be invited to attend for all or part of any meeting, as and when appropriate. However, such invitees should not be present when their remuneration package is being discussed.
- 1.4 The Chair of the Trust Board will act as Chair of the Pay Committee. In the absence of the committee Chair and/or an appointed deputy, the remaining members present shall elect one of their number, qualified to Chair the meeting under these terms of reference.

2. Secretary

The Clerk to the Trust Board or their nominee shall act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two trustees who are members of the committee.

4. Frequency of meetings

The committee shall meet at least once each year and otherwise as required. The meeting will take place as required in accordance with the Trust's Performance Development Review (PDR) cycle.

Meetings may take place virtually using a video conferencing platform as determined by the committee.

5. Notice of meetings

- 5.1 Meetings of the committee shall be called by the secretary of the committee at the request of the committee Chair or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time.

6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those in attendance and any apologies tendered.
- 6.2 Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be circulated to all other members of the Board and the Clerk unless, exceptionally, it would be inappropriate to do so.



7. Engagement with members and other stakeholders

The committee Chair should attend the Members' Annual General Meeting (AGM) to answer any Members' questions on the committee's activities. In addition, the committee Chair should seek engagement with Members and other key stakeholders on significant matters related to the committee's areas of responsibility.

8. Duties

The committee shall:

- 8.1 Have delegated responsibility for considering and approving the Trust's Pay Policy, in accordance with the Department for Education's *Setting executive salaries: Guidance for academy trusts*, the *Academy Trust Handbook*, and any other relevant guidance.
- 8.2 Establish remuneration frameworks and policies that promote and support alignment with the Trust's long-term charitable aims and purposes and proportionate to the academy trust sector. Any proposals recommended to the Trust Board must satisfy the Education and Skills Funding Agency's (ESFA) requirements of:
 - Being agreed by the board in advance of any compensation;
 - Decided with independence and objectivity, avoiding conflicts of interest;
 - Being robust in its application in light of the Trust's educational and financial performance, as well as reflecting the level of challenge of each role involved;
 - Demonstrating value for money, being proportionate and defensible in terms of public sector pay;
 - Disclosing other commercial arrangements of executives in the annual reports and accounts as required in the *Academies Accounts Direction* and the *Charities SORP*
 - Being fully documented;
 - Being aware of the ability of ESFA to challenge decisions.
- 8.3 Design remuneration policies and practices to support strategy and promote long-term sustainable success, with Executive Team remuneration aligned to the Trust's charitable purpose and values. This is clearly linked to the successful delivery of the Trust's long-term strategy, taking into consideration guidance from the Department for Education (DfE) and the Education and Skills Funding Agency (ESFA).
- 8.4 When determining Executive Team remuneration policy and practices, consider the DfE and ESFA requirements for pay to be underpinned by the Nolan Principles and:
 - To be justifiable and in the best interests of the academy trust;
 - Reflect the breadth and level of the individual's responsibilities; and
 - Demonstrate value for money.
- 8.5 Ensure that no executive or other senior staff member shall be involved in any decisions as to their own remuneration outcome.
- 8.6 In determining remuneration policy, take into account all other factors which it deems necessary, including relevant legal and regulatory requirements, the provisions of DfE and ESFA guidance, including the funding agreement. The objective of such policy shall be to attract, retain and motivate executives, of the quality required to run the Trust successfully without paying more than is necessary, having regard to the views of members, other stakeholders and the public sector market.

The policy should be robust in its decision-making processes, transparent, proportionate, reasonable and justifiable to all staff.
- 8.7 Review the ongoing appropriateness and relevance of the remuneration policy. The committee should undertake benchmarking exercises when reviewing its approach to executive remuneration. Where the academy Trust is an outlier in that benchmarking exercise, an explanation should be provided.



Where performance management and salary increases are deemed contentious, the decision making argument supporting them, must be justifiable.

- 8.8 Within the terms of the agreed policy and in consultation with the Chief Executive, as appropriate, determine the total individual remuneration package of each executive staff member. The choice of financial, non- financial and strategic measures is important, as is the exercise of independent judgement and discretion when determining remuneration awards, taking account of the academy Trust and individual performance, and wider circumstances.
- 8.8.1 Increases should not be awarded automatically but in line with clear, measurable key performance indicators. Other factors that should be taken into consideration by the committee could include:
- Academic performance, including pupil outcomes and improvement (as identified in key stage indicators and Ofsted reports);
 - Educational challenges facing the academy trust (such as percentage of pupils identified as requiring SEND and/or free school meals, EAL pupils, local levels of deprivation and proportion of looked after children at the school);
 - Financial performance (to provide for good and poor performance, flexibility in contracts to reflect those variables, levels of deficit/surplus and the auditor's view);
 - Other challenges facing the academy Trust (uniqueness of the academy trust's situation, significant concerns, the individual's role in delivering future plans, other accountabilities and local communications role);
 - The experience of the individual, including qualifications; and
 - The total cost of packages offered (including performance-related pay, pension contributions, salary sacrifice arrangements, any compensation for loss of office, other taxable benefits, non-taxable benefits only available to the executive team, and other remuneration such as car allowance).
- 8.9 Have full authority to appoint remuneration consultants and to commission or purchase any reports, surveys or information which it deems necessary at the expense of the Trust, after liaising with the Accounting Officer. However, the committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants.
- 8.10 Review the design of all remuneration frameworks for the Trust, including any performance-related pay aspects. For any such plans, determine each year whether awards will be made, and if so, the overall amount of such awards, the individual awards for senior leaders, and the performance targets to be used taking into consideration the factors detailed in clause 8.8 above).
- 8.11 Review workforce remuneration and related policies.
- 8.12 Work and liaise as necessary with other board committees, ensuring the interaction between committees and with the board is reviewed regularly.

9. Reporting responsibilities

- 9.1 The committee chair shall report to the Trust Board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
- 9.2 The committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.
- 9.3 The committee shall also ensure that provisions regarding disclosure of information as set out in the *Charities SORP* and DfE/ESFA, statutory guidance is fulfilled, and that a report on trustee expenses and related party transaction policy and practices is included in the MAT's annual report and presented to members at the AGM.



10. Other matters

The committee shall:

- 10.1 Have access to sufficient resources in order to carry out its duties, including access to the MAT’s governance function and legal advice service level agreement for advice and assistance as required.
- 10.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members of the committee and on an ongoing basis for all members of the committee.
- 10.3 Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.
- 10.4 Ensure that a periodic evaluation of the committee’s own performance is carried out.
- 10.5 At least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

11. Authority

The committee is authorised by the board to obtain, at the MAT’s expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the Chief Executive.

12. Review

These terms of reference are approved by the Trust Board and are subject to their review and amendment annually and when necessary.

Date of approval

.....

Date of next review

.....



Audit and Risk Committee

Terms of Reference

1. Membership

- 1.1 The committee shall comprise at least three members, all of whom shall be trustees of the Trust Board. The Chair of the Trust Board may be a member of the Audit and Risk Committee, but must not be the Chair.
- 1.2 The Audit and Risk Committee may decide to appoint other independent and suitably skilled and experienced individuals to the committee where it is deemed to be in the best interests of the Trust.
- 1.3 Appointments to the committee are made by the Trust Board and will be reviewed annually.
- 1.4 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Accounting Officer (AO), the Chief Finance and Operations Officer, the Director of Estates, other Trust leaders and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.5 The Trust Board shall appoint the committee Chair. In the absence of the appointed Chair and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of themselves to Chair the meeting.

2. Secretary

The Clerk to the Trust Board or their nominee shall act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two Trustees who are members of the committee.

4. Frequency of meetings

The committee shall meet at least three times each year and otherwise as required, at appropriate intervals in the reporting and audit cycle.

Meetings may take place virtually using a video conferencing platform as determined by the committee.

5. Notice of meetings

- 5.1 Meetings of the committee shall be called by the secretary of the committee at the request of the committee Chair or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time.

6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those present and any apologies tendered.
- 6.2 Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be circulated to all other members of the Board and the Clerk unless, exceptionally, it would be inappropriate



to do so.

7. Engagement with members and other stakeholders

The committee Chair should attend the Members' Annual General Meeting (AGM) to answer any Members' questions on the committee's activities. In addition, the committee Chair should seek engagement with Members and other key stakeholders on significant matters related to the committee's areas of responsibility.

8. Duties

The committee shall:

- 8.1 Determine the appointment, reappointment, dismissal and remuneration of the internal audit service.
- 8.2 Review and approve the annual internal audit plan to ensure it is aligned to the key risks of the academy Trust.
- 8.3 Consider the reports of the internal auditor and external auditor and, when appropriate, advise the Trust Board of material controls issues.
- 8.4 Monitor the implementation of agreed recommendations relating to internal audit reports.
- 8.5 Carry out an annual assessment of the effectiveness of the internal audit function.
- 8.6 Advise the Members on the appointment, reappointment, dismissal and remuneration of the external auditor.
- 8.7 Monitor the implementation of agreed recommendations relating to the external auditor's management letter.
- 8.8 Establish, in conjunction with the Chief Executive, relevant performance measures and indicators, and to monitor the effectiveness of the external auditor.
- 8.9 Assess annually the external auditor's independence and objectivity taking into account relevant law, regulation, the FRC's Ethical Standard and other professional requirements, including any threats to the auditor's independence and the safeguards applied to mitigate those threats including the provision of any non-audit services.
- 8.10 Review the annual financial statements including the auditor's formal opinion, the governance statement, including consideration of the internal control systems effectiveness, risk management statements and any relevant issue raised in the external audit management letter, including regularity audits.
- 8.11 Support the Accounting Officer in providing assurance to ESFA and Parliament that public funds have been used appropriately via the Accounting Officer's annual statement on regularity, propriety and compliance, and the governance statement within the audited accounts which demonstrates the Trust's ability to secure value for money.
- 8.12 Recommend the external auditor's management letter to the Trust Board for review.
- 8.13 Keep under review the Trust's internal financial controls systems that identify, assess, manage and monitor financial risks (including the risk of fraud), and other internal control and risk management systems.
- 8.14 Advise the Board in agreeing the Trust's risk management strategy and monitor the risk register at every meeting.
- 8.15 Oversee the Trust's arrangements for disaster recovery and business continuity and monitor the implementation of Risk Management Action Plans.
- 8.16 Review the Trust's arrangements in respect of whistleblowing and anti-fraud and corruption and keep under review the adequacy and effectiveness of the Trust's compliance function, making recommendations as necessary.
- 8.17 Monitor the Trust's compliance with the Academy Trust Handbook, issued by the ESFA.



8.18 Ensure that all allegations of fraud and irregularity are properly followed up and control weaknesses addressed, including being notified of all cases.

9. Reporting responsibilities

- 9.1 The committee Chair shall report to the Trust board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
- 9.2 The committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.
- 9.3 The committee shall compile a report on its activities to be included in the Trust’s annual report. The report should describe the work of the audit and risk committee, and include the items required, as set out in the *Academies Accounts Direction*.

10. Other matters

The committee shall:

- 10.1 Have access to sufficient resources in order to carry out its duties, including access to the MAT’s governance function and legal advice service level agreement for advice and assistance as required.
- 10.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members of the committee and on an ongoing basis for all members of the committee.
- 10.3 Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.
- 10.4 Ensure that a periodic evaluation of the committee’s own performance is carried out.
- 10.5 At least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

11. Authority

The committee is authorised by the Board to:

- 11.1 Seek any information it requires from any employee of the Trust in order to perform its duties.
- 11.2 Obtain, at the MAT’s expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the Chief Executive.

12. Review

These terms of reference are approved by the Trust Board and are subject to their review and amendment annually and when necessary.

Date of approval

.....

Date of next review

.....

Resources Committee – Trust Board has subsumed these terms since January 2023

Terms of Reference

1. Membership

- 1.1 The committee shall comprise at least three members, all of whom shall be trustees of the Trust Board. The Chair of the Trust Board and Chair of the Audit and Risk Committee may be members of the Resources Committee, but the Chair of the Audit and Risk Committee must not be the Chair of the Resources Committee.
- 1.2 Appointments to the committee are made by the Trust board and will be reviewed annually.
- 1.3 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Accounting Officer (AO), the Director of Finance and Operations, Director of HR and Corporate Services, other relevant Trust leaders and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.4 The Trust Board shall appoint the committee Chair. In the absence of the appointed chair and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of themselves to chair the meeting.

2. Secretary

The Clerk to the Trust Board or their nominee shall act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two trustees who are members of the committee.

4. Frequency of meetings

The committee shall meet at least three times each year and otherwise as required, at appropriate intervals in the reporting and audit cycle.

Meetings may take place virtually using a video conferencing platform as determined by the committee.

5. Notice of meetings

- 5.1 Meetings of the committee shall be called by the secretary of the committee at the request of the committee chair or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time.

6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those present and any apologies tendered.
- 6.2 Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be circulated to all other members of the board and the clerk unless, exceptionally, it would be inappropriate to do so.



7. Engagement with members and other stakeholders

The committee chair should attend the members' annual general meeting to answer any members' questions on the committee's activities. In addition, the committee chair should seek engagement with members and other key stakeholders on significant matters related to the committee's areas of responsibility.

8. Duties

The committee shall:

- 8.1 Review, adopt and monitor a Financial Regulations which includes the Financial Scheme of Delegation for spending and budgetary adjustments (virements).
- 8.2 Review, adopt and monitor all additional Resources policies, including a charging and remissions policy.
- 8.3 Establish and maintain a three-year financial plan, taking into the account priorities of the Trust Strategic Plan, student number projections and indications from central government.
- 8.4 Approve and oversee the Trust's Investment and Reserves policies.
- 8.5 Draft and propose to the Board, for adoption and submission to the ESFA, an annual budget taking into account the priorities of the Trust Development Plan.
- 8.6 Make decisions in respect of service level agreements subject to the approval limits set out in the Financial Regulations.
- 8.7 Ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the CEO.
- 8.8 Monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- 8.9 Receive at least termly Management Reports from the Director of Finance and Operations.
- 8.10 Report back to each meeting of the Trust Board, and to alert them of potential problems or significant anomalies at an early date.
- 8.11 Prepare the Trustees Report to form part of the Statutory Accounts and for filing in accordance with Companies Act requirements.
- 8.12 Review the Statutory Accounts and propose them to the Board for approval and publication.
- 8.13 Provide support and guidance for the Trust on all matters relating to the maintenance and development of the estates and ICT.
- 8.14 Approve and monitor investment plans that support planned developments within estates and ICT in accordance with the priorities in the strategic plan.
- 8.15 Have oversight for the approval and monitoring of all employment related policies, including relations with Trade Unions.
- 8.16 Monitor the effectiveness of the Trust's HR function, reviewing key performance indicators including absence, disciplinary, capability and staff turnover.
- 8.17 Ensure that effective systems are in place to monitor employee engagement, and the appropriate action plans are implemented to address identified issues.



8.18 Ensure that effective policies and practices are implemented to support equality, diversity and inclusion.

9. Reporting responsibilities

9.1 The committee chair shall report to the Trust board after each meeting on the nature and content of its discussion, recommendations and action to be taken.

9.2 The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.

10. Other matters

The committee shall:

10.1 Have access to sufficient resources in order to carry out its duties, including access to the MAT’s governance function and legal advice service level agreement for advice and assistance as required.

10.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members of the committee and on an ongoing basis for all members of the committee.

10.3 Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.

10.4 Ensure that a periodic evaluation of the committee’s own performance is carried out.

10.5 At least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

11. Authority

The committee is authorised by the board to:

11.1 Seek any information it requires from any employee of the Trust in order to perform its duties.

11.2 Obtain, at the MAT’s expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the Chief Executive.

12. Review

These terms of reference were approved by the Trust board and are subject to their review and amendment annually and when necessary.

Date of approval

.....

Date of next review

.....



Performance Committee

Terms of Reference

1. Membership

- 1.1 The committee shall comprise at least three members, all of whom shall be trustees of the Trust Board. The Chair of the Trust Board may be a member of the Performance Committee.
- 1.2 Appointments to the committee are made by the Trust Board and will be reviewed annually.
- 1.3 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Chief Executive, Deputy Chief Executive, Directors of Education, other relevant members of the school improvement team and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.4 The Trust Board shall appoint the committee Chair. In the absence of the appointed Chair and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of themselves to Chair the meeting.

2. Secretary

The Clerk to the Trust Board or their nominee shall act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two trustees who are members of the committee.

4. Frequency of meetings

The committee shall meet at least three times each year and otherwise as required, at appropriate intervals in the school improvement cycle.

Meetings may take place virtually using a video conferencing platform as determined by the committee.

5. Notice of meetings

- 5.1 Meetings of the committee shall be called by the secretary of the committee at the request of the committee chair or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time.

6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those in attendance and any apologies tendered.
- 6.2 Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be circulated to all other members of the Board and the Clerk unless, exceptionally, it would be inappropriate to do so.



7. Engagement with members and other stakeholders

The committee Chair should attend the Members' Annual General Meeting (AGM) to answer any members' questions on the committee's activities. In addition, the committee Chair should seek engagement with members and other key stakeholders on significant matters related to the committee's areas of responsibility.

8. Duties

The committee shall:

- 8.1 Review and approve the school improvement strategy for the Trust and monitor the effectiveness of its implementation.
- 8.2 Monitor the impact of school-to-school support.
- 8.3 Approve on behalf of the Trust Board the academic performance targets for the Trust.
- 8.4 Undertake a detailed analysis of school performance and where required bring appropriate matters to the attention of the Trust Board.
- 8.5 Challenge the school improvement team regarding the monitoring and implementation of strategies to improve school performance.
- 8.6 Ensure that students benefit from a broad and balanced curriculum and an equality of opportunity in accordance with the Consilium Charter.
- 8.7 Ensure that effective plans are in place to improve school performance and Ofsted judgements.
- 8.8 Review the outcome of Ofsted inspections and other external reviews, ensuring that robust plans are in place to address identified areas for improvement.
- 8.9 Have oversight of the work of the Trust's independent school improvement partner, ensuring that this work provides assurance to the committee of the accuracy of reports provided by the Trust's school improvement team.
- 8.10 Review and approve policies delegated to the Performance Committee by the Trust Board.
- 8.11 Ensure that the requirements of children with special needs are met, as laid out in the Code of Practice.
- 8.12 Monitor key performance indicators for the Trust relating to pupil progress, attendance, exclusions etc, providing effective support and challenge as required.
- 8.13 Have oversight of the provision for all groups of vulnerable and disadvantaged children and ensure their needs are being identified, assessed and met.
- 8.14 Monitor the arrangements in place to ensure the provision of effective CPD for all colleagues, particularly through the operation of the Centre for Professional Learning.
- 8.15 Have oversight of the work of local School Improvement Boards, ensuring that they are maintaining effective oversight in accordance with their responsibilities, and that they are supporting effective and rapid school improvement.

9. Reporting responsibilities

- 9.1 The committee Chair shall report to the Trust Board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
- 9.2 The committee shall make whatever recommendations to the board it deems appropriate on any area within its



remit where action or improvement is needed, and adequate time should be available for Board discussion when necessary.

10. Other matters

The committee shall:

- 10.1 Have access to sufficient resources in order to carry out its duties, including access to the MAT’s governance function and legal advice service level agreement for advice and assistance as required.
- 10.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members of the committee and on an ongoing basis for all members of the committee.
- 10.3 Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.
- 10.4 Ensure that a periodic evaluation of the committee’s own performance is carried out.
- 10.5 At least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

11. Authority

The committee is authorised by the board to:

- 11.1 Seek any information it requires from any employee of the Trust in order to perform its duties.
- 11.2 Obtain, at the MAT’s expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the Chief Executive.

12. Review

These terms of reference are approved by the Trust Board and are subject to their review and amendment annually and when necessary.

Date of approval

.....

Date of next review

.....



School Improvement Board

Terms of Reference

1. Membership

1.1 The committee shall comprise at least three members, though the target constitution is as follows:

- A senior representative of the Trust's School Improvement Team who is not otherwise involved in the leadership of the school. This representative will be appointed by the Trust and will act as the Chair.
- Two senior leaders from other Trust schools.
- A representative from the Local Authority's school improvement service
- Three representatives from the Local Academy Board, including the Chair.

1.2 Appointments to the committee are made by the Trust board and will be reviewed annually.

1.3 In the absence of the appointed Chair, another member of the Trust's School Improvement Team will attend to Chair the meeting.

2. Secretary

The Clerk to the Trust Board shall arrange for a suitable member of staff from the school to act as the secretary of the committee who will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two members of the committee.

4. Frequency of meetings

The committee shall meet at least three times each year and otherwise as required, at appropriate intervals in the school improvement cycle.

As set out in the school improvement strategy, more frequent meetings may take place where a school requires more intensive support.

Meetings may take place virtually using a video conferencing platform as determined by the committee.

5. Notice of meetings

5.1 Meetings of the committee shall be called by the secretary of the committee at the request of the committee Chair or any of its members.

5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time.

6. Minutes of meetings

6.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those in attendance and any apologies tendered.

6.2 Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be provided to the Clerk who will share with the Local Academy Board and the Performance Committee

unless, exceptionally, it would be inappropriate to do so.

7. Engagement with members and other stakeholders

Members of the committee who also sit on the Local Academy Board will provide feedback to that Board on the key discussions and outcomes of the meeting. In addition, the committee Chair will provide feedback to the Trust's Performance Committee.

8. Duties

The committee shall:

- 8.1 Monitor the impact of the Trust's school improvement strategy and school-to-school support in addressing agreed priorities.
- 8.2 Provide effective support and challenge to school leaders on identified priorities, sharing ideas and examples of best practice across the Trust.
- 8.3 Scrutinise the School's self-evaluation, ensuring that it is robust and grounded in evidence.
- 8.4 Monitor the School's progress in implementing its agreed development plan, ensuring that the development plan addresses the key priorities.
- 8.5 Undertake a detailed analysis of school performance and where required bring appropriate matters to the attention of the Deputy CEO and Performance Committee.
- 8.6 Monitor the application of the Trust's safeguarding policy, including reviewing data regarding safeguarding, ensuring that safeguarding remains effective in the school.
- 8.7 Ensure that students benefit from a broad and balanced curriculum and an equality of opportunity in accordance with the Consilium Charter.
- 8.8 Ensure that effective plans are in place to improve school performance and Ofsted judgements.
- 8.9 Review the outcome of Ofsted inspections and other external reviews, ensuring that robust plans are in place to address identified areas for improvement.
- 8.10 Ensure that the requirements of children with special needs are met, as laid out in the Code of Practice.
- 8.11 Receive reports and presentations from relevant leaders, as determined by the School Improvement Board, in response to identified priorities, providing effective support and challenge.
- 8.12 Liaise with the Deputy CEO to broker additional support for the school in order to address identified priorities.
- 8.13 Identify areas of strength within the school where there are opportunities for the school to provide support across the Trust.
- 8.14 Monitor key performance indicators for the school relating to pupil progress, attendance, exclusions etc, providing effective support and challenge as required.
- 8.15 Have oversight of the provision for all groups of vulnerable and disadvantaged children and ensure their needs are being identified, assessed and met.
- 8.16 Monitor the arrangements in place to ensure the provision of effective CPD for all colleagues, particularly through the operation of the Centre for Professional Learning, and a focus on succession planning.



9. Reporting responsibilities

- 9.1 The committee Chair shall report to the Performance Committee after each meeting on the nature and content of its discussion, recommendations and action to be taken.
- 9.2 The School Improvement Board shall make whatever recommendations to the Performance Committee it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.

10. Other matters

The committee shall:

- 10.1 Have access to sufficient resources in order to carry out its duties, including access to the MAT’s governance function and legal advice service level agreement for advice and assistance as required.
- 10.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members of the committee and on an ongoing basis for all members of the committee.
- 10.3 Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.
- 10.4 Ensure that a periodic evaluation of the committee’s own performance is carried out.
- 10.5 At least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

11. Authority

The committee is authorised by the Board to:

- 11.1 Seek any information it requires from any employee of the Trust in order to perform its duties.
- 11.2 Obtain, at the MAT’s expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the Chief Executive.

12. Review

These terms of reference are approved by the Trust board and are subject to their review and amendment annually and when necessary.

Date of approval

.....

Date of next review

.....

Local Academy Board

Terms of Reference

1. Membership

1.1 The Board shall comprise at least three members, though the target constitution is as follows:

- Chair, appointed by the Trust Board
- Four other members appointed by the Trust
- Two parent members
- Two staff members

1.2 Appointments to the Local Academy Board are for a period of four years.

1.3 The Trust Board shall appoint the committee Chair. In the absence of the appointed Chair and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of their number to Chair the meeting. The Headteacher may not Chair the meeting.

2. Secretary

The Clerk to the Trust Board shall arrange for a suitable member of staff from the school to act as the secretary of the Board who will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two members of the Local Academy Board.

4. Frequency of meetings

The Local Academy Board shall meet at least three times each year and otherwise as required, at appropriate intervals in the school's annual cycle.

Meetings may take place virtually using a video conferencing platform as determined by the Board.

5. Notice of meetings

5.1 Meetings shall be called by the secretary of the Local Academy Board at the request of the Chair or any of its members.

5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the Board and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to members and to other attendees, as appropriate, at the same time.

6. Minutes of meetings

6.1 The secretary shall minute the proceedings and resolutions of all meetings, including the names of those present and in attendance.

6.2 Draft minutes of meetings shall be circulated to all members of the Board.

7. Engagement with members and other stakeholders

Members of the Local Academy Board who also sit on the School Improvement Board will provide feedback to that



Board on the key discussions and outcomes of the meeting. In addition, the minutes of Local Academy Board meetings will be provided to the Trust Board for review.

8. Duties

The Local Academy Board shall:

- 8.1 Be the Trust's local point of consultation and review on matters such as policy, vision and strategy.
- 8.2 Contribute to the vision and ethos of the school, ensuring the school is contributing to the delivery of the mission and vision of the Trust, as set out in the Consilium Charter.
- 8.3 Have oversight of health and safety within the school, reporting any concerns to the Trust's competent person.
- 8.4 Consider the impact of the Trust's central team on providing effective support to the school, and provide any feedback to the Head of Governance and Compliance.
- 8.5 Receive and consider a report from the Headteacher at each meeting which provides an overview of the school's progress in addressing its key objectives.
- 8.6 Ensure systems are in place to regularly gather feedback from parents, students and staff, and that this feedback is utilised to consider opportunities for further improvement. Ensure that Trustees and the CEO are aware of parents' and community views.
- 8.7 Consider the feedback from the School Improvement Board regarding the progress of the school and ensure this is triangulated by the experience of all stakeholders.
- 8.8 Provide an effective link between the school and its local community, supporting strategies to improve parental and community engagement, including receiving and challenging reports from the school on community engagement work.
- 8.9 Receive reports on the extra-curricular provision on offer to pupils, ensuring that the ambitions set out within the Consilium Charter are met.
- 8.10 Identify and support opportunities for income generation in order to support enhancements to the school's offer for its pupils.
- 8.11 Contribute to the Trust's work on promoting equality, diversity and inclusion, monitoring the effectiveness of strategies implemented and making recommendations to the Trust of ways this can be enhanced further.
- 8.12 Have oversight of the wellbeing of staff within the school, ensuring that staff feel well supported.
- 8.13 Have oversight of the school's approach to primary liaison and student recruitment, focussing on increasing the number of parents choosing the School as their first choice.
- 8.14 Highlight to the Trust Board (through the Clerk to the Trust Board) any matters it considers necessary to ensure the effective operation of the school.
- 8.15 To agree and have oversight of the implementation of all policies delegated to the Local Academy Board by the Trust Board, ensuring effective consultation with key stakeholders.
- 8.16 Convene panels to deal with complaints and exclusion, as required by the relevant policies, including supporting HR panels as required.
- 8.17 Act as an ambassador for the Trust, celebrating its work and promoting the benefits of working within a collaborative organisation.



8.18 Conduct an annual self-review of the effectiveness of local governance at the school and provide this review to the Trust.

9. Reporting responsibilities

9.1 The Chair shall report to the Trust Board after each meeting on the nature and content of its discussion, recommendations and action to be taken by promptly providing a draft copy of the minutes.

9.2 The Local Academy Board shall make whatever recommendations to the Trust Board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.

10. Other matters

The Board shall:

10.1 Have access to sufficient resources in order to carry out its duties, including access to the MAT’s governance function and legal advice service level agreement for advice and assistance as required.

10.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members of the Local Academy Board.

10.3 Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.

10.4 Ensure that a periodic evaluation of the Board’s own performance is carried out.

10.5 At least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Trust Board for approval.

11. Authority

The Local Academy Board is authorised by the Trust Board to:

11.1 Seek any information it requires from any employee of the Trust in order to perform its duties.

11.2 Obtain, at the MAT’s expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the Chief Executive.

12. Review

These terms of reference are approved by the Trust board and are subject to their review and amendment annually and when necessary.

Date of approval

Date of next review

.....

.....