



MAST Trust Board Terms of Reference 2026-2027

Outline

Whilst the Trust Board as a whole remains responsible for the governance function there are distinct functions delegated to a Finance Committee which incorporates the Audit and Risk Committee and also the Standards Committee for Teaching, Learning and Assessment.

Where a function has been delegated there is a statutory duty to report any findings, actions, or recommended decisions to the board at its next meeting. These reports will in turn inform collective strategic decision making by the board.

In addition to its committees the board, to ensure its core functions are fulfilled, will delegate monitoring responsibilities for the DfE identified individual roles and those focused on the priorities of the Trust Development Plan.

Terms of reference must be drafted and agreed for any additional committees and are incorporated within this document.

The board and its committees must meet regularly enough to discharge their responsibilities and ensure robust governance and effective financial management. Board meetings must take place at least three times a year (and business conducted only when quorate), although trusts should consider meeting more frequently. If the board meets less than six times a year it must describe in its governance statement, accompanying its annual accounts, how it maintained effective oversight of funds with fewer meetings

The board must appoint an audit and risk committee – either a dedicated committee or combined with another committee, to advise the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit.

MAST Trust Board

Terms of Reference 2026-27

The trust board will always operate in accordance with the requirements of the Education Act; the Academy Trust Handbook; Funding agreements; the Articles of Association and all other relevant DfE updates and legislation.

Local governance structures will always operate in accordance with the requirements within the Articles of Association; Academy Trust Handbook; Scheme of Delegation; any Trust Financial Handbook/manual.

These documents were agreed by the board at their meeting held on: [Insert Date of Meeting]

Next review due by: Autumn 2027

Terms of Reference for the Trust Board

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The board has resolved to conduct its business by adopting the this structure and to delegate statutory functions to:

- a Finance Committee which incorporates the statutory audit and risk committee; and
- a Standards Committee which incorporates Teaching, Learning, Assessment and School Improvement

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

- Safeguarding
- Filtering and Monitoring

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

The board has three strategic core functions:

1. ensuring clarity of vision, ethos, and strategic direction of the Trust
2. holding the CEO to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent.

All trustees are required to abide by the Board's Code of Conduct

The main responsibilities to be managed by the board are outlined below

Trust Board Operational Business

- To ensure focus on the three strategic core functions.
- To recommend changes to the articles of association and draw up the scheme of delegation for local governance and any amendments thereafter.
- To review the standing order for election of the chair and vice chair including the length of the term of office – the end of term of office dates *must* be recorded in the trust board minutes.
- Elect (or remove) the chair and vice chair.
- To appoint (or remove) the chair for all committees.
- To appoint (or dismiss) the governance professional to the full board and its committees
- To hold at least three board meetings each year for trust business
 - *The board and its committees must meet regularly enough to discharge their responsibilities and ensure robust governance and effective financial management. Board meetings must take place at least three times a year (and business conducted only when quorate), although trusts should consider meeting more frequently. If the board meets less than six times a year it must describe in its governance statement, accompanying its annual accounts, how it maintained effective oversight of funds with fewer meetings*
- To appoint trustees according to the trust's Articles of Association.
- To recommend removal of a trustee.
- To appoint/remove local governance arrangements or individuals
- To decide monitoring priorities.
- To monitor the priorities of the Trust Strategic Plan in accordance with the attached terms of reference.
- To appoint the DfE identified individual required roles of safeguarding.
- To receive reports from any individual to whom a delegated or monitoring function has been made and to consider whether any further action or decision by the board is necessary.
- To review the delegation arrangements annually, including any schemes of delegation to local governance within the trust.
- To appoint a recruitment selection panel for CEO and ensure at least one of the panel has completed Safer Recruitment Training.
- To appoint the CFO and ensure at least one of the panel has completed Safer Recruitment Training
- To approve or decline decisions of appointed selection panel.
- To recruit new trustees as vacancies arise ensuring the board has all the necessary skills to be effective.
- To set up and publish on the trust's website a register of trustees' business interests, ensure this is kept up to date and declared at relevant meetings.
- To ensure that statutory requirements for information are published on the trust website, including details of governance arrangements, are met and updated as necessary as per the Academies Trust Handbook
- To ensure the information required for the national database (GIAS) is collected, uploaded, amended as necessary and is accurate within 14 days of any change with the details published on the trust website, including governance arrangements for local governance
- To ensure all trustees, members and local governors have an enhanced DBS and section 128 check
- To ensure the Chair of Trustees has undergone a suitability check from the Secretary of State
- To approve the Board Code of Conduct and ensure all trustees abide by its principles.
- To approve and set up a trust and governors' allowances scheme.
- To regulate and agree the board's procedures where not set out in law and record these as standing orders.
- To delegate to the CEO the functions as described in the Delegation of Functions to CEO
- To agree and arrange a suitable induction process and mentoring for newly appointed trustees, which includes safeguarding and child protection (and online safety) and PREVENT training.

- To ensure any local governing body has **arranged** a suitable induction process and mentoring for newly appointed or elected local governors which includes safeguarding and child protection (and online safety) and PREVENT training.
- To regularly audit and evaluate the impact of governance to inform the structure of the board, and the local governance within the trust
- To consider an independent external review of governance to ensure the trust is working effectively.
 - *An objective independent external review of the effectiveness of the board can be a more powerful diagnostic tool than a self-evaluation. External reviews are particularly important before the board undertakes any significant change - for example before a trust grows significantly, or in cases where concerns around governance arise. The DfE's strong preference is that external reviews of governance are also conducted routinely as part of a wider programme of self-assessment and improvement*
- To ensure the CEO provides such reports as requested by the board to enable it to undertake its role.

General

- Regularly review the vision and values of the trust and ensure that these are shared with all stakeholders.
- Regularly consult with local governance structure within the trust and ensure the trust vision and values are shared and understood.
- To take an active role in trust self-evaluation identifying success and areas requiring improvement.
- To annually approve the Trust Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones
- To review regularly how the each academy in the trust is regarded by pupils and parents.
- To ensure the trust has in place all *statutory policies* and to keep these under regular review, consulting with representative stakeholders as appropriate.
- To approve *statutory* policies, with those able as instructed by the DfE, delegated to committees for recommendation or approval as appropriate.
- To ensure there is a process in place for the approval of trust school trips and the school's procedures for visits ensure the safety and welfare of the pupils, staff and volunteers.
- To approve any school trips overseas; trips involving travel by air or by sea and trips involving one night's absence or more
- To ensure the trust has a board approved, up to date, complaints policy published on the trust and each school website, with stakeholders knowing how to raise concerns and make a complaint.
- To have regard to the professional advice given by the governance professional.
- To ensure that the board complies with all other legal duties placed upon them as shown and updated within the most recent editions of the Governance Handbook and Academy Trust Handbook.
- From a best practice perspective, although not statutory, the board should consider the whole trust wellbeing culture
- To ensure the [school food standards](#) are being met in the trust

Inclusion and Equality

- To establish and approve a special educational needs (SEND) policy.
- To ensure all schools have published and updated at least annually a SEND information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014, modified 2017).
- To ensure the board comply with statutory duties from the SEND code of practice and most recent edition of Keeping Children Safe in Education (KCSIE) in respect of pupils with special needs, and LGB have appointed a SEND governor, receiving monitoring reports.

- To abide by the [Equality Act 2010](#) and ensure the trust complies with statutory guidance, including ensuring that the trust does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation.
- *To comply with the public sector equality duty you must publish:*
- *details of how your school/trust complies with the public sector equality duty - you must update this every year*
- *your school's equality objectives - you must update this at least once every 4 years*
- To receive reports on bullying, homophobic and racial incidents.
- To ensure the trust adheres to [statutory guidance](#) in relation to school uniform
- To ensure the accessibility plan is fit for purpose

Safeguarding

- To ensure statutory compliance with the most recent edition of KCSIE and its associated policies including adopting and reviewing annually a child protection policy and relevant procedures to ensure safeguarding is effective across the trust.
- To ensure the board comply with duties from the most recent edition of KCSIE, and having appointed a DfE identified safeguarding at Trust and LGB level, and LGB SEND governors.
- To ensure all trustees and local governors have read *and* understood the relevant parts of the most recent edition of KCSIE
 - *All trustees should read part two (and any associated parts and annexes) as a minimum, the chair and the safeguarding trustee should read all of KCSIE.*
- To receive confirmation that every member of academy staff across the trust has read and understood the most recent edition of KCSIE part 1 or Annex A, as determined by the board in consultation with the CEO.
 - *Governing boards should ensure that those staff who do not work directly with children read either Part one or Annex A*
- To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent duty within the child protection policy
- To ensure all trustees/and local governors have undertaken Safeguarding training, including Prevent training and Child Protection (including online) training regularly.
- To receive the [annual safeguarding reports](#) to the board

Curriculum

- To ensure the curriculum across the trust is ambitious and designed for all learners, particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact.
- To ensure a full curriculum is delivered
- To establish a charging and remissions policy for activities.
- To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain
- To consider recommendations from external reviews of the school reviewing and evaluating any agreed actions to ensure impact

Budget

- To ensure all financial decisions above those delegated by the board to the CEO and committee are agreed at board meetings
- To operate within the Funding Agreement and most recent edition of the Academy Trust Handbook requirements

- To ensure there is an appeal mechanism in place for funding needs and allocations of the GAG
- To annually approve the financial risk register and regularly review
- To annually analyse and approve a three-year budget which shows clear links to the Trust Improvement Plan.
 - *The board must approve a balanced budget, and any significant changes to it, for the financial year to 31 August, which can draw on unspent funds brought forward from previous years. The board must minute its approval.*
 - *The board must notify DfE within 14 calendar days of its meeting, if proposing to set a deficit revenue budget for the current financial year, which it cannot address after taking into account unspent funds from previous years, as this would be non-compliant with the funding agreement and this handbook.*
- To approve and **review** for impact and delivery, a costed trust improvement plan
- To approve and **submit** to the DfE the Budget Forecast Return annually by 31 August (new date as set by the DfE)
- To approve the centrally delegated amount for each of the academies within the trust
- To annually **review** and approve a written scheme of delegation of financial powers that maintain robust internal controls.
- To undertake financial benchmarking and report back to the board.
- To **annually review** and approve the charging and remissions policy.
- To enter into contracts following agreed financial limits and processes with board approval (as approved in board's finance policy)
- To approve virement criteria and financial limits above which the approval of the trustees is required.
- To approve any assets to be written off and disposed of, at a board meeting and document within the minutes.
- To approve debts up to the specified limit stated in the Academy Trust Handbook, which are required to be written off, after every effort has been made by the CEO and trustees to recoup the monies, with the decision made and documented in minutes, seeking approval from the DfE as required.
- To make decisions in respect of service agreements following agreed delegation of financial limits and insurance limits and document in minutes
- **To draft**, approve and submit the SRMSAT (School Resource Management Self-Assessment Checklist)
- To receive six budget monitoring reports/management account reports at board meetings with commentary, from the operational business lead, *which must include an income and expenditure account, variation to budget report, cash flows and balance sheet and the impact of any change, both positive and negative to the three-year budget plan*
- For the chair to receive monthly budget reports/management account reports
- To effectively manage and **review** resources for financial efficiencies and maximise pupil outcomes ensuring value for money.
- To **monitor, audit and evaluate all trust policies and procedures related to fraud** and document compliance in board minutes
- To have oversight for the effective monitoring of the LGBs agreeing for each academy, the annual strategic action plan for the pupil premium spend and **monitor how all specialist funding is spent (i.e. PE funding and the pupil premium funding) until the phased roll out of the national PE and School Sport Partnerships Network.**
- To ensure financial succession planning within the board.
- To appoint (and dismiss) an external auditor
- To appoint an audit and risk committee (*either dedicated or combined with another committee*) to advise on the adequacy of the trust's controls and risks.
- To ensure annual accounts are audited and published as required under the funding agreement, to include confirmation of governance arrangements

- To ensure the annual summary report of the areas reviewed, key findings, recommendations and conclusions (as presented to the audit and risk committee by the person(s) or organisation(s) carrying out the programme of work) is submitted to DfE by 31 December each year with audited annual accounts.
- To ensure the audited report and accounts **are published** on the trust's website by 31 January
- To ensure the audited report and accounts **are filed** with Companies House by 31 May
- To ensure requirements for managing related party transactions are applied across the trust and report to DfE as required
 - Trusts must obtain DfE's prior approval for contracts and other agreements for the supply of goods or services to the trust by a related party agreed on or after 1 April 2019 where any of the following limits arise:
 - a contract or other agreement exceeding £20,000
- a contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with the related party exceeds, or continues to exceed, £20,000 in the same financial year ending 31 August

Staffing, Appraisal and Performance Management

- To annually determine the leadership staff structure following recommendation from the CEO.
- To ensure the trust meets its statutory and contractual obligations with regards to pay
- To establish, **review** and annually approve the appraisal and pay policies, including the criteria and framework for pay decisions in line with the most recent edition of the School Teachers Pay and Conditions Document.
- To determine the annual budget for pay and any uplift to be applied to the trust's pay scales for teachers and support staff.
- To determine which functions are to be delegated to the pay committee/CEO
- To determine the timing of the CEO appraisal review cycle
- To appoint the performance management panel for the CEO.
- To appoint, in order to assist the panel, an external adviser for advice and support, on the CEO's appraisal and to consult that adviser on setting objectives for the CEO (statutory duty, governance guide)
- To appoint the pay panel to undertake the pay panel process (*best practice, three skilled and knowledgeable trustees, ensuring different trustees serve on the pay panel to those that serve on CEO appraisal panel*)
- To agree total pay award following recommendation from pay panel.
- To agree any pay award for the CEO following recommendation from the CEO performance management panel
- To monitor the application and effectiveness of the pay policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively
- To ensure the number of employees whose benefits exceeded £100k, in £10k bandings, for the previous year ended 31 August is published on the trust website in an easily accessible form.
 - *This includes where the trust has entered into an off-payroll arrangement with someone who is not an employee, the amount paid by the trust for that person's work for the trust must also be included in the website disclosure where payment exceeds £100k as if they were an employee.*
- To consider structural solutions upon resignation/retirement of the CEO
 - *the board should approach the Regional Director in advance to discuss their structure and options, including plans for recruitment*
- To approve CEO/academy headteacher /CFO appointments and starting salaries, subject to necessary checks, following recommendations from the board approved selection panel.

- To appoint the CEO as the accounting officer
- To establish and review procedures for addressing staff discipline, conduct, grievance, bullying and harassment and pay, ensuring that staffing procedures follow equalities legislation.
- To establish a trustee panel to hear staff appeals against dismissal, redundancy, grievances, bullying and harassment and pay.
- To dismiss the CEO.
- To end the suspension of staff or CEO as determined within the policy
- To determine dismissal payments/early retirement and ensure compliance with the Academy Trust Handbook

Discipline/Suspension and Exclusion

- To establish a statement of behaviour principles on which the trust can produce a behaviour policy.
- To review the use of suspension and permanent exclusion and **consider** via an exclusion panel all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam. (**This may be delegated to the chair/vice chair in cases of urgency** - see DfE Guidance "[Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement](#)" updated Aug 2024)
- To direct the reinstatement of excluded pupils via the delegated appointed exclusions panel
- To consider the findings of any independent review panel

Premises and Insurance

- To **develop** and approve a trust buildings strategy
- To procure and maintain buildings, including a properly funded maintenance plan.
- To **review** and approve the business continuity plan
- To **review** and approve the schools accessibility plans to ensure inclusion as per statutory policy guidance
- To receive the annual site/s report.
- To ensure adequate insurance cover in compliance with the trust's legal obligations

Health and Safety

- To establish and approve a health and safety policy
- To ensure that health and safety regulations are followed and appropriately prioritised.
- To receive the annual Health and Safety Inspection report and agree any actions
- To confirm all risk assessments are regularly reviewed and updated.
- To ensure the LGB's appoint a health and safety governor

Admissions

- To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions.
- To consult annually before setting an admissions policy, notify the LA and publish the arrangements on the school website in accordance with the paragraph 1.47 of the School Admissions Code.
 - Admission authorities must set ('determine') admission arrangements annually. Where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply (the determination year)
- Set a clear published admission number (PAN) for each academy within the trust, which states the number of applicants they will admit where enough applications are received.

- Admissions appeals: To set up independent panels in line with the School Admission Appeals Code.

Collective Worship

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

School Organisation

- To set [the time of the school sessions](#) and the dates of school terms and holidays

Information for Parents

- To ensure that each academy school keeps parents and prospective parents up to date with school information.
- To adopt and **review** home school agreements (not statutory, delete if not applicable)

Collaborations and Consideration of Federation and Academisation

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

Extended Services

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

Membership of the board to comply with the Articles of Association (AoA) and relevant Scheme of Delegation (SoD)

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

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

Terms of Reference of the Audit and Risk committee within the Finance Committee

The Trust must establish an audit and risk committee, appointed by the board. The audit and risk committee should meet at least three times a year. In multiple academy trust, the committee's oversight must extend to the financial and non-financial controls and risks at constituent academies.

- To oversee and approve the trust's programme of internal scrutiny
- To ensure that risks are being addressed appropriately through internal scrutiny
- To report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.
- To review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year
- To agree a programme of work annually to deliver internal scrutiny that provides coverage across the year

- To agree who will perform the work and consider reports at each meeting from those carrying out the programme of work
- Monitor progress in addressing recommendations
 - *With consideration for outputs from other assurance activities by third parties including DfE financial management and governance reviews, funding audits and investigations*
- To consider and review plans and reports from the external auditor, as well as those carrying out internal scrutiny to quality assure.
 - *In addition, internal scrutiny must deliver an annual summary report to the audit and risk committee for each year ended 31 August outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.*
- To ensure information submitted to DfE that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) is completed and the returned accurate and in compliance with funding criteria.

Membership of the committee

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

Membership will be a minimum of 3 trustees

The chair of trustees should not be chair of the audit and risk committee.

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

Quorum:	2 members of the committee		
Chair:			
Trustees (Insert names in spaces):	1.	2.	3.
	4.	5.	6.
Governance Professional			

Terms of Reference for Finance, Resources and Staffing Committee

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

General

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

Budget

- To annually evaluate and recommend the annual budget for board approval.
- To maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'trust improvement' and 'staffing' plans.
 - Reporting any rollover to the board highlighting any significant variances and their impact on the three-year budget plan.
 - Evaluating the schools budget monitoring sheets in discussion with the CFO lead and reporting to the board, ensuring this is completed six times per year
 - Any recovery plan for budget with a deficit must be approved by the DfE and monitored for implementation and impact.
- To approve any virement recommendations as set out and agreed in the finance policy/ manual and document in minutes and report decisions to the board.
- Analyse and report on Tenders for Contract Services, ensuring three written quotations.
- Approve tenders as delegated within the finance manual
- To evaluate written quotations and approve any purchases as delegated within the finance manual
- To monitor, audit and evaluate all trust/academy policies and procedures related to fraud and report to the board
- To evaluate the trust's/academies budget monitoring sheets/management account reports six times per year in discussion with the trust's business operational lead and report to the board.
- To benchmark trust financial performance against similar schools/academies and report to the board.
- To keep in-school and trust financial procedures under review in collaboration with the audit and risk committee
- To make regular reports to the Board and ensure that key financial decisions are recorded correctly in the minutes.
- To monitor the spend of extra funding such as pupil premium, recovery premium funding, sports premium, ensuring its use has impact.
- Review finance manual/policy; lettings policy; whistle blowing policy; governor allowance policy; charging and remissions policy; making recommendations to the board
- Ensure annual trustee financial skills audit is undertaken and evaluated.
- Review compliance audit reports, ensuring the Board follows recommendations and actions.
- Any additional strategic items which individual boards may wish to include.

Premises and Insurance

- To ensure adequate levels of commercial insurance are in place including buildings and contents insurance, employers', public and personal liability
 - *The trust should consider the RPA unless commercial insurance provides better value for money. If the trust is not an RPA member, it should determine its own level of commercial insurance to include buildings and contents, business continuity, employers' and public liability insurance and other cover required.*
- To approve and monitor the implementation of the trust's buildings strategy plan informing the board of the proposed order of priorities.
- To review the business continuity plan making recommendations to the board.
- To review and approve the accessibility plan/s and ensure inclusion
- To receive the trust and school asset plan annually
- To monitor the maintenance plan

Staffing

- To determine the staff complement/structure in consultation with the CEO and recommend to the board
- To review the pay policy for approval by the board.
- To annually review the appraisal policy, recruitment policy and Early Career Teacher (ECT) policy
- To ensure that staffing procedures follow equalities legislation
- To annually review procedures for dealing with staff discipline and conduct and grievances and make recommendations to the board for approval.

To monitor the CPD budget against the trust improvement plan and staff needs to ensure staff development, progression and raised pupil outcomes

Health and Safety (H&S)

- To review and recommend the health and safety policy to the board for approval and adoption.
- To monitor the health and safety policy
- To ensure that health and safety regulations are followed and prioritised appropriately.
- To receive confirmation of completion of compliance checks from the CEO as per H&S policy
- To monitor Trust agreed actions from the annual H&S Inspection Report
- To ensure LGB health and safety governor monitoring visits take place

Membership of the Finance, Resources and Staffing Committee will be a minimum of 3 trustees

Quorum:	Will be minimum of 2 members		
Chair:			
Governors:	1.	2.	3.
	4.	5.	6.
Governance Professional			

Terms of Reference for the Standards Committee

The Standards Committee is a committee of the Trust Board and is established to provide strategic oversight and scrutiny of educational standards across the Trust.

General

The Committee will support the Board by:

- Monitoring educational performance and outcomes across all schools.
- Ensuring appropriate challenge and support is provided to improve standards.
- Seeking assurance that statutory responsibilities relating to education, safeguarding and inclusion are fulfilled.
- Monitoring the implementation and impact of the Trust's School Improvement Strategy.

Educational Standards

The Committee will:

- Monitor educational performance across all schools.
- Review attainment, progress and achievement data.
- Monitor trends, strengths and areas for development.
- Receive reports on school improvement priorities and outcomes.
- Monitor the effectiveness of Trust-wide improvement strategies.

Quality of Education

The Committee will:

- Receive assurance regarding curriculum design, implementation and impact.
- Monitor the quality of teaching, learning and assessment.
- Review outcomes from internal and external reviews.
- Monitor Ofsted outcomes and readiness.

Vulnerable Pupils and Inclusion

The Committee will:

- Monitor outcomes for disadvantaged pupils.
- Review SEND provision and outcomes.
- Monitor attendance, persistent absence and exclusion data.
- Consider equality, diversity and inclusion matters relating to pupils.

Safeguarding

The Committee will:

- Receive assurance that safeguarding arrangements are effective.
- Monitor safeguarding trends and key risks.
- Review safeguarding audits and action plans.
- Receive reports relating to attendance, behaviour and pupil welfare.

Behaviour and Attendance

The Committee will:

- Monitor attendance across the Trust.
- Review exclusion, suspension and behaviour data.
- Consider trends and the effectiveness of intervention strategies.

School Improvement

The Committee will:

- Monitor implementation of the Trust's School Improvement Strategy.
- Receive reports from school improvement partners and external reviewers.
- Review progress against Trust priorities.
- Consider emerging risks relating to educational performance.

The Committee will make recommendations to the Trust Board and exercise any delegated authority set out within these Terms of Reference.

Membership of the Standards Committee will be a minimum of 3 trustees

Quorum:	Will be minimum of 2 members		
Chair:			
Governors:	1.	2.	3.
	4.	5.	6.
Governance Professional			

Guidance for the Safeguarding Link Trustee

All link trustees have a statutory duty to report to the trust board their findings for further discussion and/or decision. The role of the Safeguarding trustee is to ensure the board are aware of their statutory responsibilities, take strategic leadership responsibility for the safeguarding arrangements and report back to the board in a timely manner.

This guidance is to support safeguarding link trustee fulfilling their role

This list is not exhaustive and can be reviewed to meet the needs of our board.

- To undertake monitoring visits.
- To meet with the CEO and LGB safeguarding link local governors to regularly review trust safeguarding arrangements.
- To monitor compliance with the statutory duties from the most recent KCSIE and report back to the board.
- To have read and understood the most recent KCSIE in its entirety.
- To ensure own knowledge of relevant guidance and policy is up to date, ensuring the board is made aware of any changes to their safeguarding responsibilities
- To monitor the Child Protection policy and associated policies to ensure safeguarding is effective and report to the board
- In collaboration with the operational lead, annually review the Safeguarding Annual Audits and monitor follow up actions
- To monitor the schools' policies in relation to behaviour.

Guidance for the Filtering & Monitoring Link Trustee

All link trustees have a duty to report to the Trust Board their findings for further discussion. The role of the filtering & monitoring link Trustee is to ensure the Trust Board are aware of their statutory responsibilities regarding filtering & monitoring. The filtering & monitoring link local governor will take strategic leadership responsibility for filtering and monitoring and report back to the Trust Board in a timely manner.

This guidance is to support filtering & monitoring link Trustee fulfilling their role

This list is not exhaustive and can be reviewed to meet the needs of our Trust Board.

- To undertake monitoring visits within the Trust schools.
- To ensure effective device monitoring is in place.
- To monitor that the DSL takes the lead responsibility for any safeguarding and child protection matters that are identified through monitoring
- To monitor that all incidents are urgently picked up, acted on and outcomes recorded
- To monitor the Filtering & Monitoring policy.
- To monitor effective management of technical monitoring systems by both safeguarding and IT staff.
- To ensure Filtering & Monitoring monitoring visits take place as agreed within the monitoring schedule.

Terms of Reference for Panel Hearings

- To make any decisions under the board's personnel procedures e.g., disciplinary, grievance, capability, bullying and harassment unless delegated to the CEO.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g., disciplinary, grievance or capability.
- To make any determinations on behalf of the board in relation to staff redundancy and redundancy appeals.
- To make any determinations on behalf of the board in relation to any pay appeal.
- To make any determination or decision under the board's Complaints Procedure.
- To consider any representations by parents in the case of an exclusion (in accordance with the Statutory DfE Exclusions Guidance).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (in accordance with the Statutory DfE Exclusions Guidance).
- All panels are to be convened by the governance professional
- All panels will follow the relevant board approved policy, procedure, and guidance.
- All panellists will undergo training to understand their roles and responsibilities
- All panellists will be unbiased and understand the remit of their decision making as described within the relevant policy

Membership: Any three trustees or as delegated within the scheme of delegation who are:

Suitably knowledgeable and objective to undertake the role, and not tainted

Available on the date specified

PLEASE NOTE:

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

Terms of Reference for CEO Performance Management Panel

Guiding principles:

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

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

Responsibilities:

- To meet annually with the CEO and a board appointed, independent external adviser
- To review, in consultation, with the external advisor, the performance of the CEO against the agreed appraisal objectives.
- To consult with the external advisor to set challenging but achievable objectives for the coming year ensuring they are specific, measurable, attainable, relevant, and time-bound (SMART).
- Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the CEO panel will make the determination, following consultation with the external adviser, with the provision for the CEO to record any disagreement if required.
- To prepare and agree the CEO appraisal review statement, and report to the board the completion of the process.
- To determine the recommendation on pay progression for approval by the trust board.
- To monitor through the year, including a mid-year review meeting, the performance of the CEO against the agreed objectives and to ensure appropriate support and development opportunities are provided.

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

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

PLEASE NOTE:

- Neither the CEO or headteacher may serve on this group.
- Consideration may need to be given to situations where trustees serve on both CEOPM and the pay panel.

Governor 1 and chair of panel:
Governor 2:
Governor 3:
Date agreed for CEO: <i>(best practice before staff and before 31st December)</i>
Date agreed for mid-year review: <i>(Usually March/April)</i>

Terms of Reference for the Pay Panel (if required for threshold moves)

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

- To observe all statutory and contractual obligations.
- To determine the pay progression to be awarded to individuals as delegated within the pay policy, having regard for the most recent publication of the School Teachers Pay and Conditions Document
- To apply the criteria set out in the trust's pay policy and consider fully the recommendations made by the CEO and headteachers regarding an individual's pay.
- Where pay decisions are made by a pay panel - the CEO may provide professional advice and guidance to the panel to assist with decision making.
- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner
- To ensure all employees are made aware of the outcome of their individual pay review in writing within ten days of the decision making.
- To maintain an accurate written record of all meetings, recording the reasons for the pay decisions taken and having due regard to confidentiality.
- To report summary information regarding annual total budget for pay decisions to the board.
- To recommend to the board changes to the policy and to consult with staff and recognised unions on those proposed changes.
- To seek advice from the Director of HR where appropriate.

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

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

Membership [four trustees and one local governor]

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

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

Trustee and chair of panel:
Trustee:
Trustee:
Trustee:
Local Governor:

Delegation of Functions to CEO

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

Budget

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

Staffing, Appraisal and Performance Management

- To appoint teachers and non-teaching staff.
- To establish disciplinary, capability and grievance procedures.
- To suspend staff.
- To initially dismiss staff.
- To produce and maintain a central record of recruitment and vetting checks, to also include those involved in school governance
- To formulate and implement an appraisal policy, recruitment policy and Early Career Teacher policy
- To make pay decisions in line with the pay policy and legal requirements
- To carry out appraisal of headteachers; CFO and central staff (or delegate to line managers)

Curriculum

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

Standard Setting

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

Religious Education and Collective Worship

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

- In schools with a religious character, to provide collective worship of a denominational character.

Health & Safety

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

Discipline/Suspension and Exclusions

- To draft the content of the trust and school behaviour policy and publicise it to staff, students and parents.

Inclusion and Equality

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

Trust and School Organisation

- To strategically enable the growth of the Trust
- To ensure that each school meets for 380 sessions in a school year within [DfE guidance for school hours](#)
- To ensure that the [national school food standards](#) are met.
- To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office
- To ensure the statutory required information is uploaded to the trust and school websites.
- Ensure Headteachers have maintained a register of pupil attendance.
- To publish on the trust [website](#) the drafted structure and remit of the members, trust board and local governance , including member, trustee and local governor appointment details, term of office and attendance record
- To submit member, trustee and local governor information to the DfE database of governors (GIAS)
- To ensure the company secretary has published the required information on changes of trustees and any special resolutions to companies house

Information for Parents

- To ensure that the each school keeps parents and prospective parents up to date with school information.
- To ensure that free school meals are provided to those pupils meeting the criteria.
- To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and sex and relationship education.
- To ensure that headteachers have enabled a report on each child's educational achievement is forwarded to parents/guardians
- To ensure the trust and each school meets the [statutory requirements in regard to school uniform](#)

Extended Schools

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