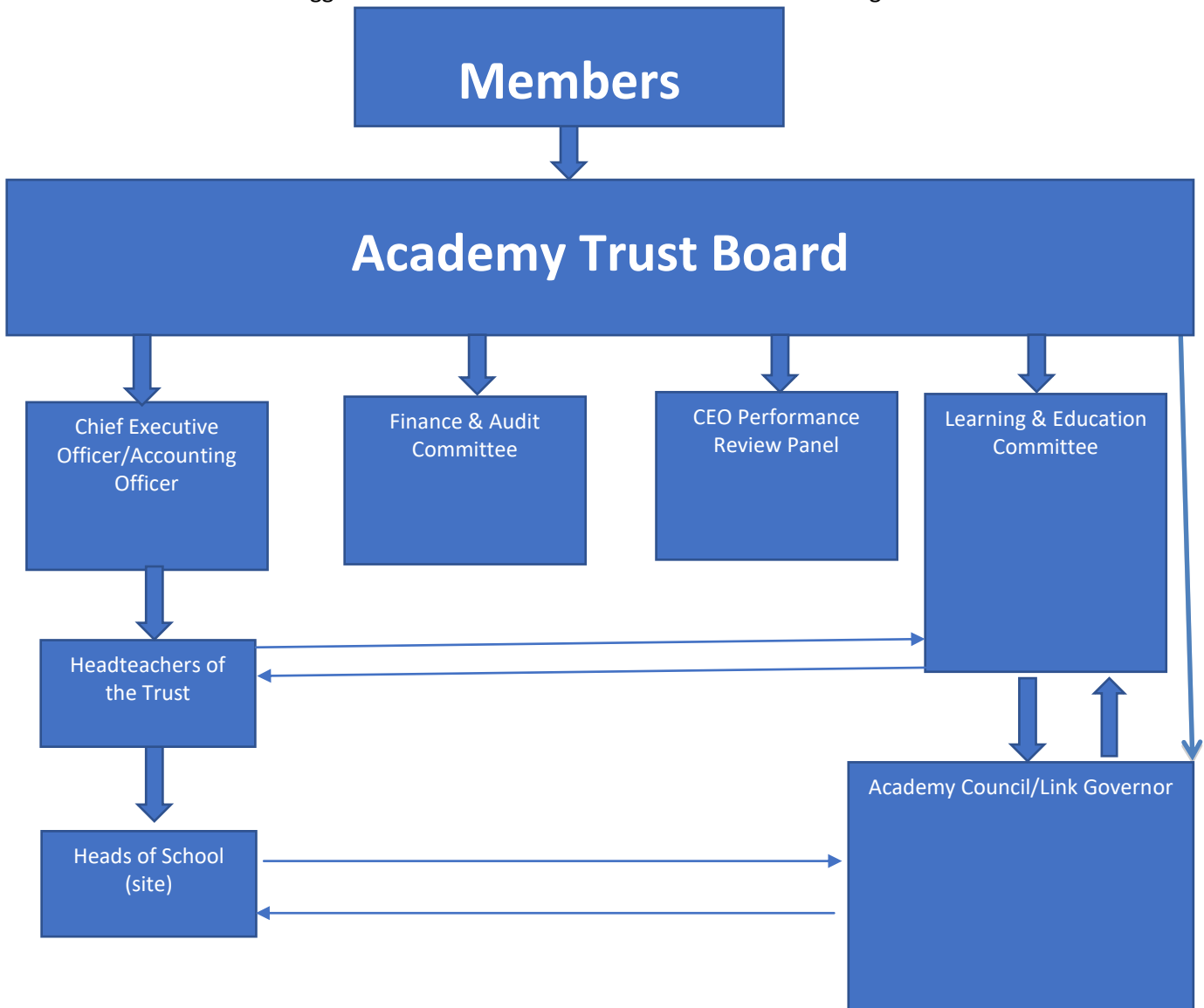


Committee Structure & Terms of Reference For Use by The Raedwald Trust

Structure of the Raedwald Multi-Academy Trust

The diagram below shows the structure within the Raedwald Multi-Academy Trust.

The decision making powers of the Trust can be delegated to the Trust Committees. The Local Academy Councils and/or Link Governors will be a vital group of volunteers offering stakeholder views and involvement for the Trust. The terms of reference suggested should cross reference to the Scheme of Delegation.



EXPECTED TERMLY MEETING CYCLE & DATES

TERM	TRUST BOARD	L&E	F&A	PMR
Autumn	2	2	1	1
Spring	2	1	1	1
Summer	2	2	2	1

Further meetings are at the discretion of the Trust Board & individual committees.

The Annual General Meeting (for Members) will be held in October after the final meeting of the Trust Board for the Calendar year.

TRUSTEE/STAFF/ ASSOCIATE	L&E	F&A	PMR
Craig D’Cunha			
Roger Fern (Chair)			
Anna Hennell James			
Colin Kriedewolf			
Tom Minnican			
Angela Ransby (CEO)			
Jonathan Reed			
Christine Walters			
Natalie Quinton (S)			
Sharon Williets (S)			

Trustees with Individual Responsibilities

Safeguarding	-	Anna Hennell-James
Looked After Children	-	Roger Fern
Special Educational Needs & Disabilities	-	Roger Fern
& Pupil Premium	-	Roger Fern
Careers	-	Christine Walters
Health & Safety	-	Christine Walters?
Finance	-	Tom Minnican

TRUST BOARD

The Raedwald Trust

The Trust Board needs to take a strategic role, act as a critical friend to the Schools and be accountable for their decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities

Terms of reference:

- To agree constitutional matters*, including procedures where the Trust Board has discretion
- To recruit new Trustees as vacancies arise and to appoint new governors* where appropriate
- To hold Trust Board meetings in accordance with the Articles of Association To appoint or remove the Chair and Vice Chair*
- To appoint or remove a Clerk to the Trust Board*
- To establish the committees of the Trust Board the membership of which (where possible) is to comprise of a specified number of Trustees.
- To decide which functions of the Trust Board will be delegated to committees, groups and individuals* (N.B. Use the Ofsted judgement system to identify which schools are Outstanding, Good, Requiring Improvement or Special Measures – the Scheme of Delegation would be in line with these judgements and could be reviewed annually).
- To receive reports from any individual, committee or local governing body to whom a decision has been delegated and to consider whether any further action by the Trust Board is necessary*
- To approve the first formal budget plans of the financial year*
- To appoint the external auditors on an annual basis and enter into a letter of engagement
- To approve and adopt the Health and Safety Policy and to keep its practice under review and to make revisions where appropriate
- To determine the election procedures for parent and staff governors
- To suspend a governor*
- To set up a Register of Governors' Business Interests
- To review and formally approve the policy for Pecuniary Interests *unless delegated to the Finance Committee*
- To review and monitor the Summary Academy Self Evaluation Form annually
- To formally approve and adopt the Trust Development Plans
- To receive the Safeguarding Report from the designated staff member and governor.
- Maintain and review an appropriate risk register
- To establish and approve on an annual basis (statutory requirement), a Pay Policy for all categories of staff and to be responsible for its administration and review including the staffing structure
- To oversee the arrangements for the induction of new governors to include an induction pack and procedures
- To consider training requirements on a regular basis to include whole Trust Board and individual governor training
- To ensure all documents required under statutory regulation are published on the Academies websites
- To decide to offer additional activities under extended schools and the form these should take
- To decide to cease to provide additional activities under extended schools provision
- To approve and review a Performance Management policy for all staff*
- To consider any appeal against a decision on pay grading or pay awards
- To be responsible, in conjunction with the Finance Committee, for determining dismissal payments/early retirement
- To review and agree policies relating to Premises, Health and Safety
- To adopt and keep under review the Data Protection Policy (subject to statutory review every 2 years)
- To adopt and review the Complaints Procedure
- To adopt and keep under review the Publication of Equality Information and objectives (*information to be published on website on annual basis*)
- To oversee a Freedom of Information scheme

*these matters cannot be delegated to either a committee or an individual

Membership – As per the Articles of Association

Disqualification – as per the Articles of Association

CEO'S PERFORMANCE REVIEW GROUP & PERFORMANCE MANAGEMENT MONITORING PANEL

- To arrange to meet with the External Adviser to discuss the CEO's performance targets
- To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the CEO against the targets
- To make recommendations to the Finance Committee in respect of awards for the successful meeting of targets set
- To monitor the performance management of all staff on a termly basis, based on anonymised data provided by the CEO

Disqualification –

- Any relevant person employed to work at the Trust and/or Academies.

Membership – not less than 3 members of the Trust Board

Note: the detailed PM of all staff would be undertaken by the Trust Headteachers.

FINANCE & AUDIT COMMITTEE

Terms of Reference:

- To consider the academy's indicative funding, notified annually by the DfE, and to assess its implications for the academy, in consultation with the Principal, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trust Board.
- To consider and recommend acceptance/non-acceptance of the academy's budget, at the start of each financial year to the Trust Board.
- To contribute to the formulation of the academy's development plan, through the consideration of financial priorities and proposals, in consultation with the Principal, with the stated and agreed aims and objectives of the academy.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
- To liaise with and receive reports from the staffing/remuneration and curriculum committees, as appropriate, and to make recommendations to those committees about the financial aspects of matters being considered by them.
- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academy, and with the financial regulations of the DfE, drawing any matters of concern to the attention of the Trust Board.
- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
- To prepare the financial statement to form part of the annual report of the Trust Board for filing in accordance with Companies Act and Charity Commission requirements
- To receive auditors' reports and recommendations taking appropriate action as appropriate.
- To recommend to the full Trust Board the appointment or reappointment of the auditors of the academy.
- To receive auditors' reports and to recommend to the full Trust Board action as appropriate in response to audit findings.

- To monitor expenditure of all voluntary funds kept on behalf of the Trust Board
- To review and agree policies relating to Finance as delegated by the Trust Board
- To review benchmarking data on an annual basis
- To annually review charges and remissions policies and expenses policies.
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- To determine whether sufficient funds are available for pay increments as recommended by the Executive Principal
- In the light of the Principal Performance Management Group's recommendations, to determine whether sufficient funds are available for increments
- To establish and review a Business Continuity Plan
- To make decisions in respect of service agreements, contracts and insurance (buildings and public liability) and to report them to the Trust Board
- To be responsible, in conjunction with the Personnel Committee, for determining dismissal payments/early retirement
- To maintain an overview of and ensure an up-to-date asset register is maintained together with an annual inventory
- To review and agree policies relating to Finance as delegated by the Trust Board
- To review the body's internal and external financial statements and reports to ensure that they reflect best practice;
- To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff;
- To consider all relevant reports by the appointed external auditor, including reports on the body's accounts, achievement of value for money and the response to any management letters;
- To review the effectiveness of the Schools' internal control systems established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner;
- To ensure that the Schools' internal audit service meets, or exceeds, the standards specified in the Government Internal Audit Manual, complies in all other respects with these guidelines and meets agreed levels of service;
- To consider and advise the board on the body's annual and long-term audit programme;
- To consider internal audit reports, including value-for-money reports and the arrangements for their implementation;
- To review the operation of the body's code of practice for board members and code of conduct for staff;
- To consider any other matters where requested to do so by the board; and
- To report at least once a year to the board on the discharge of audit duties

For Finance Committee:

Disqualification –

- Any relevant person employed to work at the school other than as the CEO, when the subject for consideration is the pay or performance review of any person employed to work at the school.

Membership – not less than 3 members of the Trust Board

This Committee including Finance and Audit matters is authorised to obtain independent professional advice if it considers this necessary.

EDUCATION & LEARNING

- **To monitor progress and evaluate the effectiveness of the priorities allocated to the committee within the Trust Development/Improvement Plan**
- To review summarized anonymised SATs/GCSE data, including an overview from Ofsted's Inspection Data Summary Report (IDSR), if appropriate, showing each school's perceived Strengths and Weaknesses.

- Identify headline issues concerning any of the schools' underperformance areas.
- To review targets for pupil performance in light of the headline data
- Monitor the impact of Pupil Premium funding for each school as headline data
- To consider pupil progress and how the school is targeting areas of under performance
- To review the schools' own tracking data to identify progress including strengths and weaknesses and to receive details on the impact of targeted intervention
- To discuss (using anonymised data), set and publish targets for pupil performance
- Monitor the impact of Pupil Premium funding
- Ensure that the requirements of pupils in vulnerable groups are met
- To oversee arrangements for individual governors to take a leading role in specific areas of priority. To receive regular reports from them and advise the Trust Board.
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To approve risk assessments for educational visits and curriculum areas
- To review and agree policies for the curriculum as delegated by the Trust Board
- results of these are actioned and reported
- To regularly review and adopt the policies for Special Education Need and Sex Education
- To regularly review and approve the Home-School agreement
- To consider and review the Curriculum, and whether it is suitable for the clientele of the academy sites. Also referring to the Intent/Implementation and Impact of the Curriculum.
- To review and agree policies for the curriculum as delegated by the Trust Board (please list)
- To decide on the provision for Relationships & Sex Education
- To draft and keep under review the staffing structures for each Academy in consultation with the CEO and the Trust
- To review the School Behaviour and Discipline Policy, and make recommendations on changes to the Trust Board
- To monitor and review the School's Safeguarding Procedures and Policy
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to Trust Board policy
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence

Terms of Reference, may vary according to the School judgement given by the Trust Board/Executive Board

STATUTORY COMMITTEES

Membership of these committees can be from both the Trust Board and the Local Governing Bodies – in order to ensure that these committees adhere to impartiality:

PUPIL DISCIPLINE COMMITTEE

Terms of Reference:

- To consider representations from parents in the case of exclusions of 5 days or less (*Committee may not re-instate*)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (*meeting to be held within 50 school days after receiving notice of the exclusion*)
- To ensure that the guidance contained in the 'Exclusion from maintained schools, academies and pupil referral units in England' document is practised in the school, with specific reference to the role assigned to the Trust Board.

Membership – not less than 3 governors or Trustees. It is recommended that the Chair of

the Panel would be a Trustee.

Disqualification – For Pupil Discipline matters - The Principal* and any member of staff and/or any Governor with prior knowledge of the pupil or the incident.

(It is suggested that neither the Chairman of Governors nor a member of staff, due to probable prior knowledge, should be a member)

HEARINGS COMMITTEE

Terms of reference:

- To make any determination to dismiss any member of staff (*unless delegated to the Principal*)
- To make any decisions under the Trust Board's personnel procedures e.g. disciplinary, grievance, capability where the Principal is the subject of the action*
- To make any decisions relating to any member of staff other than the Principal, under the Trust Board's personnel procedures (*unless delegated to the Principal*)
- To make any determination or decision under the Trust Board's General Complaints Procedure for Parents and others
- To make any determination or decision under the Trust Board's Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Trust Board's charging policy:
- *Additional items which individual Governing Bodies may wish to include*

*cannot be delegated to an individual

Membership – not less than 3 governors or Trustees. It is recommended that the Chair of the Panel would be a Trustee.

(NB. The number appointed to this committee directly affects the number required for an Appeal Committee i.e. there must be an equal number of governors on both committees and governors can only sit on hearings or appeals)

Disqualification – The Principal and any member of Staff. Any governor who is on the Appeals Committee

(It is suggested that only experienced governors be appointed to this committee and that the Chairman of Governors, due to probable prior knowledge, should not be a member)

APPEALS COMMITTEE

Terms of reference:

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee*
- To consider any appeal against a decision short of dismissal under the Trust Board's personnel procedures e.g. disciplinary, grievance, capability*
- To consider any appeal against selection for redundancy*
- *Any items which individual governing bodies may wish to include*

*cannot be delegated to an individual