

**TRANSFORM TRUST**  
'Together we Achieve'



**Transform Trust**

# **Terms of Reference**

**Board Approved: 26th September 2018**

|                         |   | Trustees   | CEO   | LGB  | Headteacher                                 |
|-------------------------|---|--|---|--|---|
| STRATEGY AND LEADERSHIP | Set strategic objectives of the Trust & Academies   | Determine - for the Trust & Academies                | Develop - in the case of the Academies in consultation with LGB & Headteacher | Recommend  | Consult - in the case of their Academy      |
|                         | Deliver strategic objectives of the Trust & Academies   | Review   | Deliver   | Review   | Deliver                                     |
|                         | Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs   | Review - progress of the Trust & Academies           | Report<br>Review - reports from the LGBs/Headteachers                         | Review - progress of the Academy<br>Report - progress to the CEO & Board | Report - progress of the Academy to the LGB |
|                         | Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook  | Review   | Deliver   | Comply   | Comply                                      |
|                         | Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)  | Review   | Deliver<br>Report - to Board  | Review   | Deliver<br>Report - to LGB & CEO            |
|                         | Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | Determine - policies to ensure compliance<br>Review  | Deliver<br>Report - to Board  | Review   | Deliver<br>Report - to LGB & CEO            |
|                         | Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions                                 | Determine - policies to ensure compliance<br>Deliver |   | Deliver  |   |

|                         |   | Trustees  | CEO   | LGB  | Headteacher |
|-------------------------|---|---|---|--|-------------|
| STRATEGY AND LEADERSHIP | Appointments of Directors and Governors - ensuring processes in place for appointment of Directors (including ensuring that the Directors and Governors have the skills to run the Trust and the Academies) | <p>Determine - policies and criteria for the selection of Directors and Governors</p> <p>Review - the Board's own performance</p> <p>Review - performance of the LGBs</p> | <p>Report - to the Board on the performance of the LGBs</p> <p>Review - annually the size, structure and composition and skill matrix of LGBs</p> <p>Recommend - if appropriate changes to the size and composition of the LGBs</p> | <p>Review - procedures for the election of staff and parent governors of the LGB</p> <p>Review - own performance</p> |             |
|                         | Appointment of the Responsible Officer and Audit Committee  | Deliver - appoint Responsible Officer and (if necessary) the Audit Committee  | Deliver - the Responsible Officer role  |  |             |
|                         | Appointment of Clerk - Board and LGBs   | Deliver - appoint the clerk to the Board & LGBs   |   | Consult - in connection with the appointment of the LGB clerk  |             |

|                         |   | Trustees                         | CEO  | LGB   | Headteacher   |
|-------------------------|---|----------------------------------|--|---|---|
| STRATEGY AND LEADERSHIP | Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding) | Determine                        | Deliver - presenting policies to the Board for approval<br><br>Report - material non-compliance to the Board | Review - all policies approved by the Board and Academy specific policies | Deliver - presenting Academy specific policies for approval by the LGB<br><br>Report - non-compliance to the LGB and the [CEO/EP] |
|                         | Prepare terms of reference for LGB's and Committees   | Deliver<br><br>Review - annually | Develop  |   |   |
|                         | Training programme for directors and governors  | Deliver                          | Develop  | Deliver   |   |

|                          |  | Trustees  | CEO  | LGB   | Headteacher  |
|--------------------------|--|---|--|---|--|
| EDUCATION AND CURRICULUM | Academy & Trust Development Plan - for each Academy in line with strategic aims of the Trust | Determine - the Trust & Academy Development Plan in consultation with the appropriate LGB | Deliver - drafting and agreeing the Trust & Academy Development Plan   | Recommend - Academy Development Plan to the Board   | Work with the CEO in producing the Academy Development Plan<br><br>Review - the Academy Development Plan |
|                          | Key Performance Indicators - setting and reviewing performance of the Trust & the Academies  | Determine - Trust wide and Academy KPIs<br><br>Review - performance against KPIs          | Consult - with the LGBs and propose KPIs to the Board<br><br>Receive reports - from the LGBs and report performance of the LGBs against KPIs | Recommend - targets for performance of the Academy to the CEO<br><br>Review - performance of the Academy and report to the CEO<br><br>Deliver - holding leadership to account for delivery against KPIs | Deliver - performance of the Academy against KPIs<br><br>Report - performance of the Academy to LGB      |

|                          |   | Trustees                     | CEO  | LGB  | Headteacher   |
|--------------------------|---|------------------------------|--|--|---|
| EDUCATION AND CURRICULUM | Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes                        | Review - the work of the CEO | Deliver - supporting the Academies and intervening where appropriate     | Review - at the Academy  | Review - management of staff to ensure teaching and learning objectives are met<br><br>Report- strengths and concerns in the quality of teaching to LGB |
|                          | Curriculum - setting the curriculum for the Academies and reviewing its effectiveness   | Review                       | Report - to Board effectiveness of the curriculum across Trust           | Review - at the Academy  | Determine curriculum<br><br>Deliver   |
|                          | Pupil Premium - reviewing and challenging the value for money/ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap | Review                       | Report - to Board effectiveness of use of the Pupil Premium across Trust | Determine & Review - how Pupil Premium is spent at the Academy | Deliver<br><br>Report - on effectiveness of use of the Pupil Premium  |

|                          | Trustees   | CEO    | LGB                  | Headteacher   |  |
|--------------------------|--|--------|----------------------|---|--|
| EDUCATION AND CURRICULUM | Set Admissions policy  |        | Review               | Review  | Develop - Academy level  |
|                          | Admission decisions  |        | Review               | Review  | Deliver  |
|                          | Collective workshop arrangements for school, without religious character                                 |        | Review               | Review  | Deliver  |
|                          | Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy) | Review | Review delivery      | Receiving reports from the Headteacher<br><br>Report any material issues to the CEO | Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies<br><br>Report - to the LGB on any material issues |
|                          | Academy Hours - setting the opening and closing times for the Academies                                  |        | Review - Trust level | Review  | Determine within local context   |
|                          | Term Dates and length of school day  |        | Review - Trust level | Review  | Determine within local context   |
|                          | School lunch - ensure provided to appropriate nutritional standards                                      |        |                      | Review  | Deliver  |
|                          | Provision of free school meals to those meeting criteria   |        |                      | Review  | Deliver  |

|           |   | Trustees                                  | CEO  | LGB   | Headteacher   |
|-----------|---|---|--|---|---|
| FINANCIAL | Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term | Determine - in consultation with the LGBs | Recommend a funding model to the Board for approval<br>Review  | Consult - with the Board<br>Review - compliance with the overall financial plan for the Academy | Comply  |
|           | Trust Annual Budget - formulating and setting the Trust wide budget   | Determine                                 | Deliver - on preparation of Trust budget and present to the Board for approval<br>Review - submission of Trust budget to the EFA |   |   |
|           | Academy Annual Budgets - formulating and determining the funding for each Academy (including uses of contingency funds/balances)  |   | Review with Headteacher - Academy level<br>Review - submission of Academy budgets to the EFA                                     | Consult - with CEO in respect of any specific Academy requirements<br>Comply                    | Deliver - Academy level for approval by LGB<br>Comply |



|           |  | Trustees  | CEO   | LGB  | Headteacher   |
|-----------|--|-----------|---|--|---|
| FINANCIAL | Expenditure and ensuring delivery of Annual Budgets  | Review    | Report - to the board any material issues with delivery against the Annual Budget by the Academies<br><br>Receive reports - on matters of concern in connection with compliance with the Annual Budgets | Review<br><br>Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy | Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget |
|           | Reporting: Monthly and Annual financial reporting and KPIs   | Determine | Deliver   | Review   | Deliver   |
|           | Delegated Budgets and Finances - in the form of a Scheme of Delegation of financial authority to the Academies | Determine | Deliver - on recommending authority limits to the Board<br><br>Review - effectiveness of authority limits   | Review Delivery - Academy level<br><br>Review Compliance - adherence to limits                                     | Comply - adherence to limits  |

|           |   | Trustees                      | CEO   | LGB   | Headteacher                                   |
|-----------|---|-------------------------------|---|---|---|
| FINANCIAL | Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements | Determine                     | Review - compliance with policies<br><br>Report - any issues or non-compliance to the Board | Review delivery - compliance with policies<br><br>Report - any issues or non-compliance to the CEO  | Deliver - compliance with finance policies    |
|           | Approving annual accounts   | Approve                       | Deliver - arrange for auditing and filing of annual report and accounts                     | Comply - by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts |   |
|           | Corporate Risk Register   | Review delivery               | Deliver - management of corporate risk register   | Review - Academy risk register  | Deliver - management of Academy risk register |
|           | Investments - agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls       | Determine and review delivery | Deliver & Comply  |   |   |

|                   | Trustees   | CEO   | LGB   | Headteacher   |   |
|-------------------|--|---|---|---|---|
| HR AND OPERATIONS | Appointing the Chief Executive   | Appoint   |   |   |   |
|                   | Appointing the Principals at each Academy  | Approve -in consultation with the CEO/LGBs  | Recommend - sit on appointment panel along with representatives of the relevant LGB   | Recommend - representatives to sit on the appointment panel with the CEO  |   |
|                   | Appointing of Trust Centre Staff (in line with recruitment policy)   | Review  | Appoint and report to the Board   |   |   |
|                   | Appointing Academy Staff   |   |   | Appoint (in consultation with the Headteacher)  | Recommend   |
|                   | Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | Determine<br>Review   | Comply  | Review  | Comply  |
|                   | Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)                      | Review - in respect of CEO<br>Receive reports - in respect of appraisal arrangements and outcomes<br>Review - any appeals in respect of the Headteachers and Trust Centre staff | Review - in respect of Headteachers and Trust Centre staff (and any appeals from Academy staff)<br><br>Review - and Report - (annually) to the Board on appraisal arrangements and outcomes | Assure - in respect of performance management of Headteacher<br><br>Review - any appeals respect of all other staff | Review - in respect of all other staff<br><br>Report - annually to the CEO on appraisal arrangements and outcomes |

|                   |   | Trustees  | CEO   | LGB  | Headteacher |
|-------------------|---|---|---|--|-------------|
| HR AND OPERATIONS | Setting Terms and Conditions of Employment  | Determine - and consider any proposals by LGBs to make amendments | Recommend   | Consult - report to CEO/Board on any suggested changes to the Academy's terms and conditions | Comply      |
|                   | Dismissing CEO, Headteachers, Senior/Trust Centre staff (in accordance with the Trust disciplinary and capability policies)   | Determine - in respect of CEO                                     | Determine - in respect of Headteachers, Trust Centre staff and senior leadership teams of the Academies<br><br>Report - any dismissals to the Board | Determine - in respect of the Headteacher of the Academy                                     |             |
|                   | Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)  |   | Review<br><br>Report - to the Board   | Review (in consultation with the CEO<br><br>Report - to the CEO                              | Comply      |
|                   | Reviewing discipline and grievance policy   | Determine delivery  | Recommend   | Review - in line with Trust policy   |             |
|                   | Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Determine   | Deliver   | Comply   | Comply      |

|                   | Trustees  | CEO                                       | LGB  | Headteacher   |   |
|-------------------|---|---|--|---|---|
| HR AND OPERATIONS | Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Review                                    | Determine  | Deliver - in accordance with Trust policy   | Recommend                                   |
|                   | Determining and allocating central services provided to the Academies by the Trust  | Determine (in consultation with the LGBs) | Deliver- on recommending the allocation of services to the Board | Consult   | Consult                                     |
|                   | Overseeing the effectiveness of services provided centrally by the Trust  | Review                                    | Deliver and report to Board                                      | Report - to the Board   |   |
|                   | Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained                          | Determine - Trust wide policy             | Recommend  | Determine - academy plan in accordance with Trust policy<br>Review delivery of academy plan | Deliver - in accordance with Academy policy |
|                   | Acquiring and disposing of Trust land   | Deliver                                   | Recommend  |   |   |
|                   | Changing use of Assets  | Deliver                                   | Review   | Recommend to the Board of any changes to fixed assets used by the Academy                   |   |
|                   | Arranging insurance for the Trust   | Review                                    | Deliver  |   |   |
|                   | Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community                     | Review                                    | Deliver - Trust wide activities                                  | Comply  | Comply                                      |

|                   |                              | Trustees | CEO     | LGB     | Headteacher |
|-------------------|------------------------------|----------|---------|---------|-------------|
| HR AND OPERATIONS | Academy Prospectus           |          | Review  | Deliver | Recommend   |
|                   | Trust Prospectus and website | Review   | Deliver |         |             |

## Terms of Reference

In the previous pages, the phrases used have the following meanings:

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Headteacher this will be at Academy level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate) and (iii) the Headteacher will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Principal they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Headteacher and (iii) the LGB they will be reviewing the Headteacher and their leadership team.

**Comply:** the individual/group will follow agreed policies and procedures.

*To assist interpretation of the matters delegated the table previous provides additional comment as appropriate*

