

Ridgeway Education Trust  
*Excellence through Partnership*

## **Scheme of Delegation of Financial Powers and Duties**

**For the Financial Year 2020/2021  
Approved by the Trust Board on 06 October 2020**

## **Scheme of Delegation – Introduction**

The Ridgeway Education Trust is a multi-academy trust (MAT), which is itself responsible to the Department for Education (DfE) for all its academies. The Ridgeway Education Trust is governed by the requirements of the various funding agreements between itself and the Education & Skills Funding Agency (ESFA), and also by the Charities Acts, the Companies Act, and the provisions of its own Memorandum and Articles of Association. It is responsible for the overall strategic direction of the Trust and its schools, for setting standards and expectations and for overarching policies. It has, however, determined that operational responsibility for the delivery of the Trust's standards, expectations and some policies will be delegated to Local Governing Bodies (LGBs).

Under the Trust Articles it has established an LGB for each of its schools and to the LGB it delegates much of its responsibility for the operational oversight of the school, including monitoring of its educational performance. The LGB in turn may delegate some of its authority either to any committees it establishes or to the Headteacher.

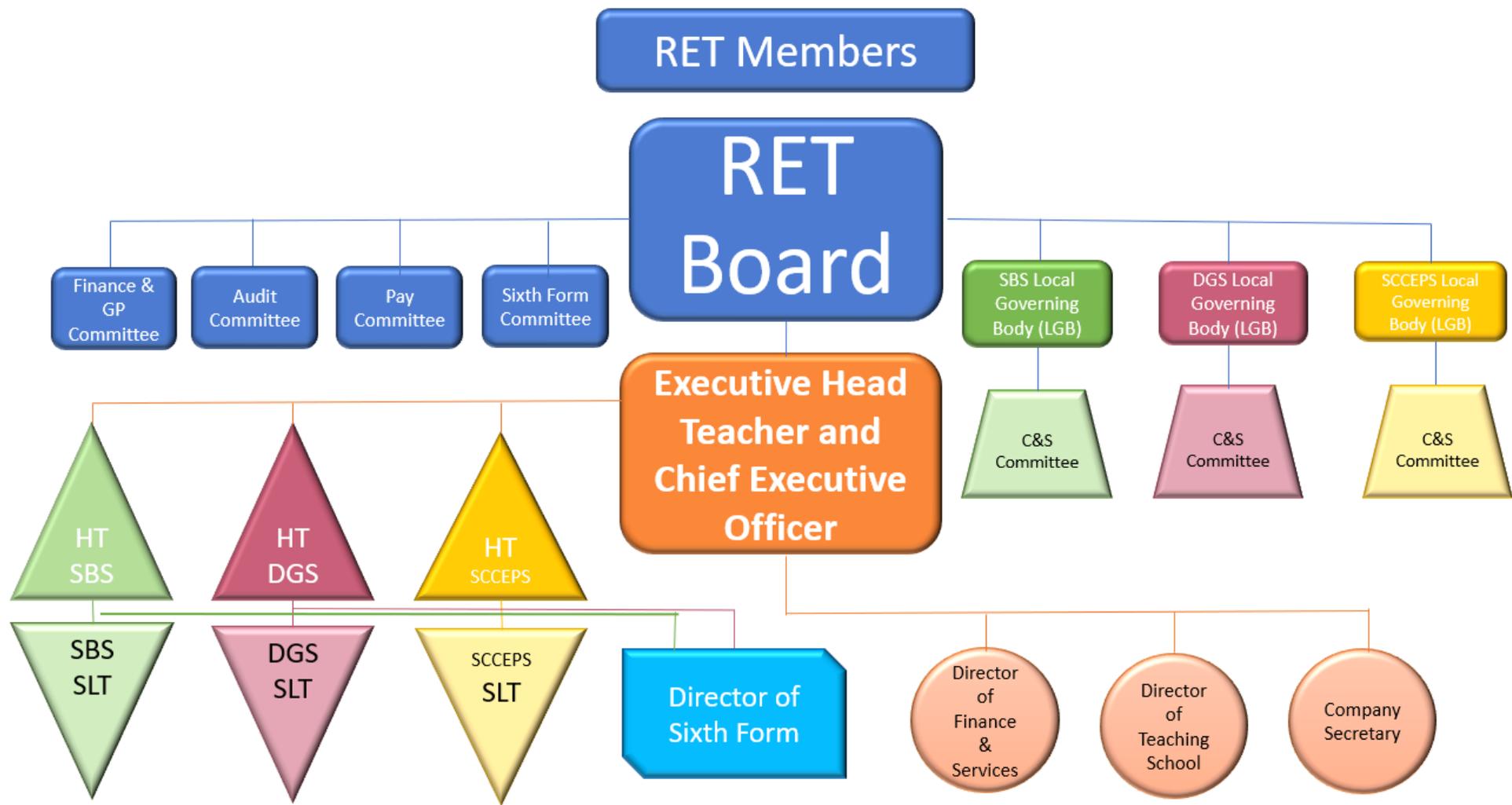
The Trust Board also delegates some of its own authority direct to the Executive Headteacher/Chief Executive Officer, as the most senior member of staff in the Trust and Accounting Officer (defined as the Chief Executive Officer in the Trust Articles of Association), who in turn may delegate authority to other senior leaders in the Trust, whilst always remaining personally accountable to the Trust Board.

The following illustrations show the relationship of the parties in the governance structure of the Trust.

# Trust Governance and Senior Leadership Structure

\*The terms of reference for the mandatory LGB Curriculum and Standards Committees at Didcot Girls' School and St Birinus School will be agreed by the Trust Board. The LGB can establish any other committee if it considers that is desirable to carry out its responsibilities. The powers of such additional committees, their terms of reference and membership shall be determined by the LGB and approved by the Trust Board.

\*\*The Executive Headteacher/Chief Executive Officer will be the Trust Accounting Officer and a member of the Trust Board.



## Role of Trust Members

Members are akin to the shareholders and have ultimate control over the direction of the Trust. They ensure the charitable company achieves its objectives, signs off the annual report and accounts and appoints some of the Trustees (Directors). As summarised in the Academies Financial Handbook, members of the multi-academy trust:

1. Subscribe to the Trust's memorandum of association (where they are founding members)
2. May amend the articles of association subject to any restrictions in the articles, the funding agreement or charity law
3. May, in certain circumstances, appoint new members or remove existing members
4. Have powers to appoint and remove Trustees in certain circumstances
5. May, by special resolution, issue direction to the Trustees to take a specific action
6. Appoint the Trust's auditors and receive the Trust's audited annual accounts (subject to the Companies Act)
7. Have power to change the name of the company and, ultimately, wind up the academy trust.

The Department for Education has a preference for the majority of members to be independent of the Board of Trustees as they wish to see a significant degree of separation between the members and the Board of Trustees

## Role of the Trustees

The Trustees (Directors) are appointed by the Members or the Diocesan Board of Education. Their core duties as the Trustees of the MAT, as set out in the Academies Financial Handbook, are to:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff;
3. Oversee and ensure effective financial performance.

The Trustees have overall responsibility and ultimate decision making authority for the work of the Trust. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring, performance management, the setting of standards and expectations and the implementation of quality assurance processes. The Trustees have the power to direct change where required.

The Trustees have a duty to act in the fulfilment of the Trust objectives and must have regard to the interests of all the schools for which the Trust is responsible in deciding and implementing any policy or exercising any authority. They must ensure regularity and propriety in the use of Trust funds, and achieve economy, efficiency and effectiveness – the three key elements of value for money.

The Chair of Trustees is responsible for ensuring the effective functioning of the Board and setting professional standards of governance. The Trustees of the Ridgeway Education Trust will delegate some duties to its LGBs and committees.

## **Role of the Executive Headteacher/Chief Executive Officer**

The Executive Headteacher/Chief Executive Officer has delegated responsibility for the operation of the Trust, including the performance of all its schools. The Executive Headteacher/Chief Executive Officer is the Accounting Officer, so has overall responsibility for the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness.

The Executive Headteacher/Chief Executive Officer leads the executive leadership team of the Trust. *Full details of all the above roles are set out in the Education & Skills Funding Agency Academies Financial Handbook which is reviewed annually. Compliance with the Handbook is a requirement of the Trust Funding Agreement with the Secretary of State for Education. Please see [Appendix C](#) for the RET CEO job description and person specification.*

## **Role of the Local Governing Bodies (LGBs)**

Local Governing Bodies (LGBs) operate as committees of the Trust Board. They operate under the delegations set out in this document and LGB Terms of Reference, both of which are approved by the Board.

Those elected/appointed to serve on a LGB are appointed members of a committee of the Board and are referred to as Governors. Members of the LGBs are not Trustees of the Trust (unless they hold these positions in their own right) and it is therefore important to remember that, even where responsibility is delegated to a local level, it is the Trust, as the legal entity, that holds the statutory accountability and not the LGB.

## **Role of the Headteacher**

The Headteacher is responsible for the day-to-day leadership of the School and is line managed by the Executive Headteacher/Chief Executive Officer but reports to the LGB on matters which have been delegated to the LGB.

## **Role of the Executive Team**

The Executive Headteacher/Chief Executive Officer will lead a Trust Executive Team comprising the Executive Headteacher/Chief Executive Officer, the Headteacher at each school, the Director of Sixth Form and the Director of Finance & Services. The Executive Team will support the Executive Headteacher/Chief Executive Officer in the management and day-to-day operation of the Trust and its schools. Each Trust school will have a Senior Leadership Team (SLT) supporting the Headteacher.

# Delegation of Authority

The schedule set out below specifies the way in which the financial responsibilities and duties imposed on the Trust by the Academies Financial Handbook (AFH), the MAT Funding Agreement and by statute law are allocated and how authority has been delegated by the Trust Board.

The schools' financial procedures, as set out in the Trust Finance Manual, must always be consistent with this policy.

Trustees or Governors do not incur any personal liability in respect of anything done honestly, reasonably and in good faith in exercising their power to spend a school's budget share, or in delegating that power to the Executive Headteacher/Chief Executive Officer or Headteacher. The LGB is held accountable for all actions taken in its name by individuals to which it has delegated functions.

Where the Executive Headteacher/Chief Executive Officer or Headteacher delegates tasks to other members of staff, the Executive Headteacher/Chief Executive Officer or Headteacher remains accountable to the Trust Board and to its LGBs.

In order to allow its schools to function efficiently, delegation from the Trust Board to the LGB, Trust committees and the Executive Headteacher/Chief Executive Officer and Headteachers is necessary. The extent and level of delegation is set out in the matrix of responsibilities below.

## **Key:**

RET	Ridgeway Education Trust
LGB	Local Governing Body
F&GP Committee	Trust Finance & General Purposes Committee
AC	Trust Audit Committee
CEO	Chief Executive Officer
EHT	Executive Headteacher
HT	Headteacher
DSF	Director of Sixth Form
DFS	Director of Finance & Services
FSL	Trust Financial Services Lead

Function	Delegated Authority
<b>Governance</b>	
Determine the Trust vision, aims, ethos and strategic direction	Trust Board
Determine a School's vision, aims and ethos within the direction set by the Trust Board	LGBs
Consider whether or not to exercise delegation of functions to individuals or committees through annual review of this scheme of delegation	Trust Board
Approve LGB, C&S and Trust Committee terms of reference and review annually	Trust Board
Approve all agreed trust wide policies. Approve a schedule of policies at least annually in order to determine which are agreed at a Trust level and which are delegated, e.g. to the LGBs, Trust committees or Executive Headteacher/Chief Executive Officer.	Trust Board
Approve all delegated local policies	LGBs
Appoint or remove Trustees in accordance with the Articles	Trust Members (note – some Trustees are appointed by the Diocese. See Articles for further detail)
Appoint or remove co-opted Trustees from the Board in accordance with the Articles	Trust Board
Appoint or remove Governors in accordance with the Articles	Trust Board (note – some Governors shall be appointed by the Diocese in respect of a church school and some shall be elected. See Articles and LGB terms of reference for further details)
Request removal of Governors in accordance with RET procedures	LGB
Appoint or remove co-opted Governors from the LGB	LGB
Appoint the chair and vice chair(s) of the LGB	Trust Board following proposal of appointments from the LGB
Removal of the chair or vice chair(s) of the LGB	Trust Board
Maintenance of an up-to-date register of pecuniary and business interests of Trustees and Governors	Company Secretary
Prevent establishment of extremism and or political indoctrination and ensure balanced treatment of any issue	Trust Board and LGB
Maintain minutes of, and papers considered at, meetings of the Trust Board, its LGBs and its committees	Company Secretary

Function	Delegated Authority
<b>Finance (See <a href="#">Appendix A</a> for key thresholds and Finance Manual for greater detail)</b>	
Approval of annual revenue and capital budgets and medium-term forecasts for the Trust and its schools	Trust Board on receipt of a recommendation from the F&GP Committee and comments from the LGBs.
Production of a school's proposed annual budget plan and medium-term forecasts	Joint work of the EHT/CEO, HT, DFS and FSL
Receipt and scrutiny of monthly budget monitor reports	F&GP Committee. A copy of the monitor reports considered by the F&GP Committee will be circulated to the LGB. A copy of monthly budget monitor reports will also be circulated to all Trustees.
Approval of a property strategy or master plan	F&GP Committee
Approval of budgeted staff establishment	Trust Board as a part of the budget approval process on receipt of a recommendation from the F&GP Committee.
Approval of Accounting Policies Approval of Financial Accounts Approval of Statement of Internal Control as a part of the audited Annual Report & Accounts	Trust Board after consideration by F&GP Committee. The Trust Members adopt the Annual Report and Accounts at the AGM.
Approval of the Trust Finance Manual	F&GP Committee
Approval of Opening of Bank Accounts	F&GP Committee
Approval of ESFA Returns	DFS on behalf of the EHT/CEO
Appointment of the EHT/CEO as Accounting Officer	Trust Board
Appointment of the Chief Financial Officer	Trust Board
Appointment of external auditors	Trust Board, with the appointment confirmed each year by Members at the AGM. Removal of external auditors can only be actioned by Members by majority decision
Appointment of internal auditors (or independent examiners, responsible officers as appropriate)	AC
Oversight of the internal system of control to minimise risks, including tracking of progress on audit recommendations	AC but with copies of audit reports circulated to all Trustees
Review of the Trust and school risk registers at least annually	Trust Board, LGBs and AC

Function	Delegated Authority
<b>Finance cont. (See <a href="#">Appendix A</a> for key thresholds and Finance Manual for greater detail)</b>	
Consideration of “Dear Accounting Officer” Letters	Trust Board (and F&GP Committee and AC if appropriate to their delegated responsibilities)
Investigation of financial irregularities as set out in the Trust Finance Manual	EHT/CEO, HT or DFS. A Trustee led panel would investigate irregularities involving the EHT/CEO, HT or DFS

Function	Delegated Authority
<b>HR (See <a href="#">Appendix B</a> , the Finance Manual and HR policies for greater detail)</b>	
Establish RET recruitment, appointment and employment policies and procedures	Trust Board unless delegated to Committees under the Schedule of Policies
Appointments/Dismissals	See Appendix B
Creation of new roles	EHT/CEO on recommendation of the HT or DFS
Approve annual recommendations on teacher pay progression	Pay Committee, following receipt of recommendations from EHT/CEO and HTs
Determination of Executive Team pay and pay progression	Pay Committee subject to formal reporting back to the Trust Board
Ratify the grade, salary range and title of any school SLT or equivalent post.	Pay Committee
Approve the payment of allowances in accordance with pay policies	EHT/CEO or HT
Approve staffing adjustment decision to consult on change - school staff	LGBs
Approve staffing adjustment decision to consult on change – central staff or cross-Trust staff reviews	F&GP Committee
Decision to suspend or end suspension of the EHT/CEO	Trust Board
Decision to suspend or end suspension of HT, DSF, DFS or a member of a school SLT	EHT/CEO in consultation with the Chair of the Trust Board
Decision to suspend or end suspension any other member of staff	EHT/CEO in consultation with the HT, DSF or DFS
Ensure accuracy and completeness of the single central record: School Trust	HT EHT/CEO

Function	Delegated Authority
<b>Operations</b>	
Establish the overarching RET Strategic Plan	EHT/CEO
Approve the RET Strategic plan	Trust Board
Establish a curriculum policy	EHT/CEO
Set and publish targets for student achievement	EHT/CEO with the support of the Executive Team
Understand and be satisfied with evidence supporting educational outcomes	LGBs
Approve arrangements for collective worship (if a Church school)	LGBs
Approve School Critical Incident Plans	LGBs
Approve Trust Business Continuity Plan	F&GP Committee on recommendation of the Trust Executive Team
Establish the times of school sessions and the dates of school terms, holidays and inset days	HTs in consultation with EHT/CEO

Function	Delegated Authority
<b>Compliance</b>	
Ensure statutory policies are maintained	Trust Board
Implement statutory and trust wide policies and procedures	LGBs and the EHT/CEO with the support of the Executive Team
Understand the evidence supporting the level of exclusions in each school	LGBs
Establish an Admissions Statement, including the necessary consultation	Trust Board
Approve in-year admissions	HT
Approve admissions appeals procedure	EHT/CEO
Approve the Trust Health and Safety policy statement	Trust Board
Ensure H&S regulations are followed	EHT/CEO and the Executive Team
Establish an effective School Health and Safety Committee	HT (through the Trust Operational Services Lead or other nominated Chair as appropriate)
Monitor overall Trust health and safety compliance	F&GP Committee
Monitor health and safety compliance on specific school sites	LGBs

Challenge evidence provided to ensure pupil statutory needs are being met	LGBs
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## Appendix A: Finance

Function	Delegated Authority
<b>Finance (see finance manual for greater detail)</b>	
<b>Approval of Purchase orders or contracts:</b> <£,2000 (Single quote is required)  £2,000 - £5,000 (three quotes must be obtained in writing except for premises related work or IT purchases)  £5,000 - £50,000 (three quotes must be obtained in writing).  >£50,000 (Tender process undertaken under the direction of the DFS)	Nominated Budget Managers  Nominated Budget Managers. The EHT/CEO, HT or DFS must authorise when the lowest cost option is not chosen or where an order is proposed without obtaining three quotes  Nominated Budget Mangers. The EHT/CEO, HT and the DFS may authorise when the lowest cost option is not chosen or where an order is proposed without obtaining three quotes  F&GP Committee
<b>Approval of invoices:</b>  <£5,000  <£10,000  <£25,000  >£25,000	All invoices must be approved by the Nominated Budget Manager prior to payment. On inputting onto the Trust accounting system for payment additional approval must be given in accordance with the following staff thresholds:  Finance Officer  FSL  DFS  EHT/CEO
<b>Approval of operating leases:</b> <£10,000 over the term of the lease  £10,000 - £50,000  >£50,000	DFS  EHT/CEO and HT jointly with the DFS  Trust F&GP Committee
<b>Disposal or write-off of capital assets:</b> Land & Buildings Equipment (incl. vehicles) up to £25k Equipment (incl. vehicles) > £25k	No delegation –ESFA authority required EHT/CEO or HT in consultation with DFS F&GP Committee
<b>Write-off of debts:</b> Up to £2k Over £2k	EHT/CEO or HT in consultation with DFS F&GP Committee
<b>Budget Virements /Changes</b>  Up to £50k  Over £50k  Virements are as defined in the Trust Finance Manual	EHT/CEO or HT and DFS so long as can be met within overall school approved budget parameters  F&GP Committee. If proposals cannot be met from within overall approved budget parameters the matter will be referred to Trust Board for approval
<b>Staff redundancy or settlement agreement payments:</b>	

<£10,000	EHT/CEO or HT after consultation with DFS and HR
<£25,000	Chair of Trust Board or Chair of F&GP Committee on recommendation of EHT/CEO
>£25,000 or where in respect of payments to the EHT/CEO, HT, DSF or DFS	F&GP Committee

Function	Delegated Authority
<b>Finance cont. (see finance manual for greater detail)</b>	
<b>Making novel, contentious or repercussive transactions as defined by the Academies Financial Handbook</b>	There is no delegated authority to the Trust. All such matters must always be referred to the ESFA for advance approval.
<b>Bank Signatories:</b>	
Level 1 – Payments of up to £250,000 to any one company/supplier	Any two of EHT/CEO, HT, DFS, FSL and DSF
Level 2 – Payments greater than £250,000 to any one company/supplier	Level one signatory plus the Chair of the Trust Board or Chair of F&GP Committee
<b>Bank Charge Cards:</b>	
FSL	£5,000
Finance Officer (Exchequer)	£5,000
Finance Assistants x 2	£2,500
Operational Services Lead	£2,000
PA to HTs of Secondary Schools	£2,000
Headteacher or School Business Manager at Primary Schools	£2,000
Head of Operations	£1,000
Catering Manager(s)	£500
<b>Budget Managers:</b>	
Approval of agreed budget managers for: The Trust Schools	EHT/CEO in consultation with the DFS HT in consultation with the EHT/CEO and DFS
<b>Approval of Finance-Related Policies:</b>	
Anti-Fraud, Corruption & Bribery Policy (AC) Appraisal for Teachers and Headteachers (F&GP) Appraisal for Support Staff (F&GP) Charging & remissions (F&GP) Discretions (LGPS Pension) (F&GP) Gifts & Hospitality (F&GP) Pay for Support Staff (F&GP) Pay for Teaching Staff (F&GP) Redundancy (F&GP) Reserves (F&GP) Risk Management Strategy (AC) Trustee and Governors expenses (F&GP) Treasury Management (F&GP) Whistleblowing (AC)	Trust Board after consideration by the indicated committee

## Appendix B: HR

Function	Delegated Authority
<b>Appointments</b>	
All appointment panels must contain at least one member of staff who has undertaken Safer Recruitment Training. Changes to staffing establishments must be approved by EHT/CEO, HT or DFS	
EHT/CEO	Trust Board, on recommendation of an agreed recruitment panel and in accordance with the Articles
HT	Trust Board, on recommendation of a joint recruitment panel of Trust Board and LGB representatives and in accordance with the Articles (Note – the appointment can only be made with the agreement of the Diocese for a church school)
DSF	Trust Board, on recommendation of an agreed recruitment panel
DFS	Trust Board, on recommendation of an agreed recruitment panel
Deputy HTs	LGB, on recommendation of an agreed recruitment panel
Assistant HTs	HTs
Head of Department/Faculty	HTs
TLR Posts	HTs
All other teaching posts	HTs
All School Support Staff posts	HTs
Heads of central support staff functions, e.g. IT, Premises, Finance, Catering	EHT/CEO and DFS
All other central support service posts	DFS

Function	Delegated Authority
<b>Staff Disciplinary Cases and Dismissals</b>	
<p><b>For all staff disciplinary cases and dismissals the following delegation model shall apply:</b></p> <p>NB: All disciplinary hearings or appeals would normally require at least two members of a panel to be determined by the role with delegated authority. Further details are set out in the Trust Disciplinary Procedure. If in doubt HR advice will be sought.</p>	
<ul style="list-style-type: none"> <li>• Disciplinary</li> <li>• Capability (professional competence)</li> <li>• Ill health capability</li> <li>• Redundancy</li> <li>• Statutory duty or restriction which prohibit the employment being continued</li> <li>• Some other substantial situation</li> </ul>	
<b>Post</b>	<b>Delegated Authority</b>
EHT/CEO	Trust Board
HT	EHT/CEO
	<b>Appeal</b>
	Trust Board
	Trust Board

DSF	EHT/CEO	Trust Board
DFS	EHT/CEO	Trust Board

Function		Delegated Authority
<b>Staff Disciplinary Cases and Dismissals cont.</b>		
Post	Delegated Authority	Appeal
School Deputy HT and SLT staff	EHT/CEO	LGB
All other School posts	HT	LGB/EHT
All central support team posts	EHT/CEO	Trust F&GP

<b>Staff Grievance</b>		
<b>For all staff grievance cases the following delegation model shall apply:</b>		
NB: All staff grievances hearings would normally require at least two members of a panel to be determined by the role with delegated authority. Further details are set out in the Trust Disciplinary Procedure. If in doubt HR advice will be sought.		
Posts	Delegated Authority	Appeal
EHT/CEO	Trust Board	Trust Board
HT	EHT/CEO	Trust Board
DSF	EHT/CEO	Trust Board
DFS	EHT/CEO	Trust Board
School Deputy HT/SLT Member	EHT/CEO	LGB
All other School posts	HT	LGB/EHT
All central support team posts	EHT/CEO	Trust F&GP

Appeals against decisions made under the Local Government Pension Scheme (LGPS) Discretions Policy will be heard by the Pay Committee.

Signature on Letter of Appointments or pay changes	Delegated Authority
NB: Contract templates cannot be edited without the approval of the EHT/CEO and the Trust HR advisor.	
EHT/CEO	Chair of Trustees
HT	EHT/CEO

DSF	EHT/CEO
DFS	EHT/CEO
All other school posts	HT
All central support team posts	DFS

## **Appendix C: The role of the Chief Executive Officer (CEO) for Ridgeway Education Trust**

The CEO has the delegated responsibility for the operation of the Trust, including the performance of the Trust's schools. The CEO performance manages the individual Headteachers alongside the local governing body members. As there is delegation to a Local Governing Body (LGB) this is usually with the LGB chair alongside.

The CEO is the designated 'accounting officer' and so has overall responsibility for the operation of the Trust's financial obligations and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money. The role of the CEO is set out in detail in the following Job Description and Person Specification.

The CEO leads the Executive Management Team of the Trust, which includes the Director of Finance and Services (Chief Financial Officer), the Operational Services Lead, the Headteachers and the Director of Didcot Sixth Form. The CEO will delegate executive management functions to members of the Executive Management Team but remains accountable to the Trust Board for the performance of the Executive Management Team. Executive Management Team at Trust level will have primary responsibility for the following functions across all the schools within the MAT:

- Finance and accounting functions
- Payroll and HR matters, including Occupational Health
- Information and Communications Technology (ICT)
- Procurement and purchasing of supplies and joint contractual opportunities
- Oversight of premises and health and safety matters
- Governance and clerking support
- Sourcing of external improvement partner services
- Development of Statutory Policies
- Seeking to secure additional sources of funding to support schools
- Developing a robust and effective risk management system

The overarching function of the Executive Management Team is to provide support, to protect, to advise, to challenge and to empower each individual school. Central Trust costs will be funded by way of a contribution from school budgets agreed by the Trust Board, reviewed annually as a part of the budget setting process.

The CEO also chairs a RET Executive Leadership Group which includes the Trust's Headteachers and Deputy Headteachers, the Teaching School Leader and the Director of Didcot Sixth Form. The purpose of this group is to realise synergies from working across the schools, to promote collaborative working at all levels in the Trust and to share best practice to ensure continual school improvement across the Trust.

### **Job Description and Person Specification – Chief Executive Officer**

**Job Title:** Chief Executive Officer, Ridgeway Education Trust (the "MAT" or "Trust")

**Reporting to:** The Chair of the Ridgeway Education Trust Board

**Accountable to:** The Trust Board of Ridgeway Education Trust, the Department for Education and Regional Schools Commissioner.

### **Trust Vision and Ethos**

Ridgeway Education Trust's vision is for all of our children and young people to benefit from an outstanding quality of education in learning communities where our shared values of respect and inclusivity and our commitment to high standards permeate all aspects of our work. We prize and nurture the unique and individual identity and ethos of each school whilst working to share the best that each school has to offer and to realise the benefits of working in close collaboration at a systemic level.

### **Context**

The Chief Executive Officer is responsible for leading our group of schools, including further developing their ethos and identity, ensuring that they are all judged to be Ofsted good or outstanding, delivering sound financial health and encouraging other schools which align with our values and growth strategy to join RET. A key role for this post is to act as the principal advocate and ambassador for the development of the Trust - making RET the destination of choice for schools in the local area.

### **Main Purpose of the Role**

To provide the overall leadership and direction to the Trust and to its schools within the vision and strategy agreed by the Trust Board, and to oversee and support the successful delivery of any schools in development or in the process of conversion to academy status.

To ensure that both the Trust as a whole, and its individual schools, consistently achieve outstanding outcomes for all their pupils. To ensure that the MAT's financial viability is secure, firmly based on accurate analysis, the optimum use of resources and that strategic and financial plans are aligned to ensure resources are directed to priority needs.

To act as the Senior Executive Leader and lead education professional for schools in the Trust, managing the Trust's day-to-day operations and ensuring that it has an effective strategy for building educational and leadership capacity ahead of need, to enable it to continue to achieve its goals.

### **Principal Accountabilities**

- To contribute to the formulation of the Trust's overall strategy and the effectiveness of its educational performance, including meeting required targets and benchmarks and ensuring that its agreed values and vision are delivered in all areas of Trust and individual school development and operations.
- To support and secure delivery of excellent teaching and learning across all schools through promotion of high level professional standards and rigorous monitoring and evaluation of teaching quality and students' achievement
- To develop a culture of excellence across the Trust where staff embrace continual professional development and under performance is addressed swiftly and effectively.
- To develop robust policies for the recruitment and retention of excellent staff, talent management and effective deployment of human resources across Trust schools
- To ensure that child protection and safeguarding of children and young people are given the highest priority at all times

- To act as the statutory Accounting Officer for the MAT, ensuring that its financial performance is effectively managed, and it meets all its statutory and regulatory obligations. The Accounting Officer is personally responsible to the Trust Board through the DfE to Parliament for:
  - ensuring regularity and propriety
  - prudent and economical administration
  - avoidance of waste and extravagance
  - efficient and effective use of available resources
  - the day-to-day organisation, staffing and management of the MAT.
- To ensure that the Trust’s long-term financial sustainability is secured, so that the plans for RET as a whole and for individual schools are soundly based and deliver the required outcomes for pupils.
- To advise the Trust Board on the proposed budgets and plans of the Trust and its constituent schools, and discuss as necessary with the Regional Schools Commissioner, DfE and relevant funding agencies
- To establish effective systems of financial control which identify risks to the financial viability of RET or of individual schools and ensure prompt and effective action is taken to address any such problems.
- To advise the Trust Board on progress against allocated budgets and plans and to take action as necessary to maintain the drive for effective delivery and improvement within overall financial resources.
- To develop and maintain effective relationships with the Department for Education (DfE), Regional Schools Commissioners (RSCs), local authorities, head teachers and local governing bodies, collaborating with them to secure and extend the reputation, values and vision of the Trust.
- To work in partnership with the Trust Board and with Headteachers and Local Governors, to develop and maintain effective relationships with other schools and governing bodies, to create economies of scale, develop a local network of excellence and encourage other schools to join RET.
- To ensure that new schools joining the Trust have the staffing, governance and curriculum structures in place to achieve the required educational outcomes for their pupils, within the time and budget parameters set for each school.
- To ensure that local communities served by the Trust are actively engaged with its work and have confidence in the quality of its provision.

### Person Specification

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	Degree, Diploma or other qualification	Postgraduate qualification in education, or its equivalent in a relevant discipline

<b>Experience</b>	Proven track record of outstanding educational leadership of a comparable scale and complexity, ideally in a Headship or Principal role. Demonstrable success in achieving rapid and sustained school improvement, ideally across a range of school sizes and types. Evidence of strategic planning and budget management which has brought about significant organisational change	Successful senior management experience in an organisation of similar size and complexity, either in education or a relevant organisation. A clear understanding of the current educational landscape, including issues specifically relating to academies and multi academy trusts
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### **Moral purpose**

Acts in principled ways built upon a clear set of personal values and is energised and motivated by making a positive difference to the lives of children and families. Believes schools have a crucial role in changing lives and improving life chances. Makes decisions with the best interests of children at heart.

### **Curiosity and eagerness to learn**

Has a willingness to acquire new knowledge, skills and experiences regardless of the challenges involved. Makes the most of opportunities. Embraces CPD.

### **Developing others**

Proactively looks to develop and empower colleagues through mentoring, supporting, championing and guiding to bring out their best.

### **Holding to account**

Empowers staff by giving them clarity about expected results and standards. Delegates by ensuring that individuals have the information and resources they need to do a good job, and that the expected standards are both challenging and realistic.

### **Impact and influence**

Has a positive impact on pupils, colleagues and the wider community through understanding others' perspectives and priorities, seeking to influence and persuade with excellence communication skills.

### **Inspiring others to lead**

Through motivating and energising pupils and colleagues, uniting them around shared goals or objectives. As a leader, bring communities together through articulating a compelling vision.

### **Personal drive**

Sets own targets and achieves the highest standards. Self-motivated, energetic and willing to take on new challenges to improve own performance. Makes decisions having assessed what will be in the best interests of pupils and all the schools in the Trust.

### **Resilience and emotional maturity**

Remains tenacious and focused when faced with increasingly challenging circumstances. Responds appropriately, manages uncertainty and bounces back even in the most trying of situations.

### **Relating to others**

Able to build relationships through picking up on and understanding the thoughts, emotions and feelings of pupils and colleagues, identifying reasons for why others behave the way they do.

### **Self-awareness**

Aware of strengths and areas for future growth. Understands how own behaviour impacts on others. Aware of own emotional triggers and identifies ways to manage these. Takes ownership for what they can do and shares out responsibilities when others are better placed to accomplish particular tasks. Sees himself or herself as a leader.

### **Strategic thinking**

Able to spot patterns between potentially unrelated concepts, drawing on past experience and data to understand a situation. Simplifies complex issues, is highly innovative, takes a broader view and brings in additional information to create clarity and provide direction. Thinks beyond current circumstances in order to plan for the longer term.

### **Other attributes**

- Highly effective and credible leader, who inspires the respect and support of others and has an open and approachable interpersonal style.
- Able to deal confidently with opposition and able to maintain their own position in the face of criticism from others.
- Strong analytical and problem-solving skills, with the ability to challenge assumptions and identify innovative approaches to resolving unexpected difficulties.
- Highly effective communicator, who can use their skills to draw out the best in others, win support for change and respond appropriately to criticism or challenge.
- Good judgement in dealing with significant decisions and sensitive or contentious issues and in timing actions for maximum beneficial effect.
- Commitment to personal professional development and that of others.

### **Other Factors**

*Safeguarding:* Ridgeway Education Trust is committed to safeguarding and promoting the welfare of children and young people and expects all trustees, local governors, staff and volunteers to share this commitment. The appointment will be subject to an enhanced DBS check and satisfactory references.

*Mobility:* The post holder will need to have a valid driving licence and access to a vehicle that can be used for work purposes.

*Flexibility:* The nature of this role requires considerable flexibility in responding to rapid and unpredictable educational change. This job description therefore reflects the current main duties and responsibilities of the role and is not intended to be an exhaustive list. The job description will be regularly reviewed to ensure that it reflects the changing nature of the Trust and of the role.

The constitution of the Trust Board is set out in the Articles of Association. Trustees are appointed/elected for a period of four years. The Chair of Trustees is elected annually. Trustees appoint a Chief Executive Officer to assure the strategic intentions of the Multi Academy Trust. If the Trustees so decide, the CEO will also be a trustee director of RET. The CEO and Trustees appoint a Headteacher to take responsibility for the day-to-day management of the individual schools. Trustees also appoint a Company Secretary who

takes the role of Board secretary and oversees governance across the Trust schools. The Director of Finance and Services provides strategic and operational support to the Trust and its schools and oversees the work of the Operational Services Lead and the Finance Services Lead who lead key support staff functions for the Trust.

## **Appendix D: Terms of Reference – Audit Committee**

### Terms of Reference for the Ridgeway Education Trust

#### Audit Committee

##### **Membership**

- To consist of no fewer than three people appointed annually by the Board of Directors.
- Staff employed by the Trust may not be members of the Audit Committee.
- Senior leaders and external advisors may attend and report to the Audit Committee such as relevant members of school leadership team, specifically the Director of Finance & Services and other members of the finance staff. They will have no voting rights and would be excluded from any discussions where a conflict of interest may exist.
- The Chair of the Trust Board and Chair of the Trust Finance & General Purposes Committee will not be a member of the Audit Committee.

##### **Quorum**

The quorum for the Committee shall be two Audit Committee members.

##### **Administration**

- The Committee will meet at least three times per academic year.
- Administrative support will be provided by the Company Secretary.
- The agenda will be agreed in advance by the Chair of the Audit Committee (based on, but not limited to, a pre-agreed annual schedule of activity – see Appendix 1) and papers will be circulated to members and attendees at least 7 days in advance of the meeting.
- Minutes will be taken and once approved in draft by the Chair of the Audit Committee, be submitted to the next scheduled meeting of the MAT Board.

##### **Purpose/Responsibilities**

The Audit Committee will review these terms of reference and self-assess its performance against these terms of reference on an annual basis.

The Audit Committee's work, as specified in the Academies Financial Handbook 2019, must focus on providing assurances to the Trust Board that all risks are being adequately identified and managed with particular regard to:

- Reviewing the risks to internal financial control at the Trust
- Agreeing a programme of work to address, and to provide assurance on, those risks

The Committee's oversight extends to the financial controls and risks at constituent trusts as well as the Trust itself. In addition, its oversight must ensure that information submitted to the DfE and ESFA that affects funding, including pupil number returns and funding claims completed by the Trust and its constituent academies, is accurate and in compliance with funding criteria.

The outcome of the Committee's work will inform the governance statement that accompanies the Trust's annual accounts and, so far as is possible, provide assurance to the external auditors.

The Committee manages this programme of risk review and checking of financial controls in the way that it deems most appropriate to the circumstances. Options include: internal audit (in-house or bought in), additional work by the external auditor, the work of a non-employed trustee with appropriate level of qualifications and/or experience and/or work by 'peer review'.

The adequacy of arrangements will be established as part of the process leading to the accounting officer's annual statement and, where appropriate, through the self-assessment review of financial management and governance, FMGS.

The Audit Committee is a Committee of the RET Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee, external audit, internal audit or other assurance provider.

The Audit Committee is authorised to obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Chair of the Trust Board. However, the Audit Committee may not incur expenditure in excess of £10,000 in doing so without the prior approval of the Trust Board.

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#### Effectiveness of financial control

- To review the effectiveness of financial and other control systems
- To oversee the Trust's policy on fraud and irregularity
- To ensure that all significant losses have been properly investigated and reported as appropriate, including notification to the ESFA of losses through fraud or theft in excess of £5,000
- To ensure capture of all business and pecuniary interests of members, trustees and senior employees

- To oversee the academy's corporate governance arrangements including the code of practice for trustees and code of conduct for senior staff
- To monitor the academy's arrangements to secure value for money

### Risk management

To advise the MAT Board on risk management by:

- Being familiar with the requirements of risk management
- Ensuring appropriate audit work on risk management

### Audit

- To consider and advise the MAT Board on the assessment of overall audit needs
- To advise the MAT Board on the appointment and remuneration of external auditors and the scope of their work
- To guide the external auditor on the nature and scope of the audit as necessary
- To consider and advise the MAT Board on external audit reports and management letters
- The appointment, and where relevant, re-appointment, dismissal and remuneration of an internal auditor or other assurance provider and to set the overall scope of the checks and an appropriate programme of work
- To review reports from the internal auditor on the effectiveness of the financial procedures and controls
- To establish and monitor KPIs with regard to the performance of the external auditor, internal auditor or other assurance provider
- To consider and advise the governing body on peer review and internal audit reports
- To regularly monitor outstanding audit recommendations from whatever source and ensure any delays to agreed implementation dates are reasonable

### Other

- To receive and review relevant reports relating to audit such as those prepared by the National Audit Office
- To prepare an annual report for submission to the MAT Board on the work of the committee including an opinion on the effectiveness of the internal control system and the pursuit of value for money together with an assurance on risk management.
- To receive and review any allegations of fraud or whistleblowing.

Approved by the Trust Board: 06 October 2020

Revision date: October 2021

# RIDGEWAY EDUCATION TRUST - SCHEDULE OF WORKS

## AUDIT COMMITTEE

### AUTUMN TERM

Review of individual school and Trust risk registers
Review of Trust GDPR logs
Review of progress on implementing audit recommendations
Review of the draft Governance Statement for inclusion in the Annual Report and Accounts
Receive report on material losses/discrepancies in inventory levels
Receive report on new Academies Financial Handbook requirements
Receive a verbal update on whether there have been any instances of fraud, irregularity or losses
Review and recommend policies to Trust Board for approval as per Policy Schedule

### SPRING TERM

Approval of internal auditors/Responsible Officer for the Trust schools
Review of progress on implementing audit recommendations
Review of internal auditor/Responsible Officer/compliance reports
Review of external audit management letter
Review of individual school and MAT Risk Registers (summer instead if also done in autumn)
Review of Trust GDPR logs
To consider reappointment of Responsible Officer

Receive a verbal update on whether there have been any instances of fraud, irregularity or losses
Review and recommend policies to Trust Board for approval as per Policy Schedule

**SUMMER TERM**

Review of internal auditor/Responsible Officer/compliance reports
Review of progress on implementing audit recommendations
Review of individual school and MAT Risk Registers (if done in autumn)
Review of Trust GDPR logs
Receive a verbal update on whether there have been any instances of fraud, irregularity or losses
Receive annual report on material losses/discrepancies in inventory levels
Review and recommend policies to Trust Board for approval as per Policy Schedule
Review of Audit Committee Terms of Reference for approval by Trust Board

## **Appendix E: Terms of Reference – Finance & General Purposes Committee**

### **Terms of Reference for the Ridgeway Education Trust**

#### **Finance & General Purposes Committee**

##### **Membership**

1. The membership will comprise no fewer than five directors, including the Executive Headteacher/Accounting Officer.
2. The committee may appoint additional members who support the activity but who do not participate in any voting.
3. There will be a chair for these meetings agreed by the membership on an annual basis.

The committee shall meet with the Executive Headteacher and Director of Finance & Services in attendance. The committee will meet typically six times a year, subject to business needs.

##### **Purpose/Responsibilities**

##### **Health & Safety**

1. To review key health and safety risks identified for the Trust schools and ensure appropriate actions are being taken to address those risks.
2. To develop and promote a culture of health and safety within the MAT schools.

##### **Budget/Finance**

3. To oversee the financial position of the Trust and its schools including review of budget monitor information and consideration of any significant finance matters reported to the committee by the chair of the LGBs.
4. To oversee the development of joint working and delivery of savings across the Trust schools. To consider proposals for material changes on behalf of the Board.
5. To oversee the growth of income through delivery of services to third parties or alternative means.
6. To set the high-level parameters for budget setting, including recommending a reserves policy to the Trust Board, ensuring it is complied with and advising the Board on the overall budget strategy that should be adopted for the Trust and its schools.
7. To review and set the Trust central budget and determine contributions from each school to cover costs.
8. To review the proposed annual budget for each school and make a recommendation to the Trust Board.
9. To make recommendations to the Trust Board on any significant changes to planned expenditure in accordance with the Scheme of Delegation.

10. To ensure financial planning is based on robust information regarding pupil numbers, curriculum provision and staffing levels and that it is consistent with the MAT School Development Plans.
11. To monitor and report on the schools' use of the pupil premium.
12. To recommend a Treasury Management/Investment Policy to the Trust Board.

### **Compliance**

13. To ensure that the Trust and its schools operate within the relevant DfE Financial Regulations for Academies, in accordance with the requirements of the Companies Act 1985 and in accordance with the Trust Finance Manual.
14. To consider and approve the Trust Finance Manual and accounting policies on behalf of the Trust Board.

### **Site, Services and Infrastructure**

15. To approve submissions of capital bids to the DfE.
16. To consider and approve proposals for significant MAT school building projects in the light of available funding and in accordance with the scheme of delegation.
17. To keep under review the school repair, maintenance and catering arrangements.
18. To consider and approve the Trust overall ICT strategy on behalf of the Trust Board.

### **Staffing**

19. To ensure a strategic review of staffing is undertaken periodically. Frequency will depend on both curriculum needs and budget projections.
20. To monitor staff absence, cost implications, staff turnover and recruitment.
21. To agree the composition of a separate Pay Committee, this will include at least 2 Directors from this committee. The purpose of the Pay Committee is to agree recommendations for pay progression from the appraisal process, including SLT pay progression.

### **Other**

22. To approve any recommended changes to school rolls.

### **Quorum:**

The quorum for this committee shall be three directors.

Approved by Trust Board: 06 October 2020

Review date: October 2021

## RIDGEWAY EDUCATION TRUST - SCHEDULE OF WORKS

### FINANCE & GENERAL PURPOSES COMMITTEE

#### AUTUMN TERM

Review latest budget performance report
Review of Trust Annual Report & Accounts
Consider any significant finance matters reported by the chairs of the LGBs
Oversight of the development of joint working, delivery of savings and generation of additional income across the Trust
Review and recommend policies to Trust Board for approval as per Policy Schedule
Approve Trust Finance Manual on behalf of the Trust Board
Update on H&S, Premises and IT
Standing items: Contracts update; change management/staff severance update

#### SPRING TERM

Review latest budget performance report
Set the high-level parameters for next academic year budgets
Oversight of the development of joint working, delivery of savings and generation of additional income across the Trust
Review and recommend policies to Trust Board for approval as per Policy Schedule
Update on H&S, Premises and IT
Standing items: Contracts update; change management/staff severance update

#### SUMMER TERM

Review latest budget performance report
Recommend next academic year Budget for approval by Trust Board prior to submission to ESFA by 31 July
Oversight of the development of joint working, delivery of savings and generation of additional income across the Trust
Set the Trust central budget and determine contributions from each school
Review of Finance Committee Terms of Reference for Trust Board approval in the autumn
Update on H&S, Premises and IT
Standing items: Contracts update; change management/staff severance update

## **Appendix F: Terms of Reference – Sixth Form Committee**

### **DIDCOT SIXTH FORM GOVERNORS' COMMITTEE TERMS OF REFERENCE**

The Trust Board will establish a Didcot Sixth Form Governors' Committee to agree the strategy and oversee the operation and performance of Didcot Sixth Form. Although the Sixth Form is based at SBS, the Committee will hold to account the Executive Headteacher, Headteachers and Director of Sixth Form for the quality of provisions and standards across both sites, as some lessons are taught at DGS.

The Committee shall comprise the following persons from each school:

- Chair or Vice Chair of Governors from one of the schools
- Two other Governors
- Director of Sixth Form
- Executive Headteacher
- The Headteacher
- A Deputy Headteacher (by agenda)
- Sixth Form Heads of Year are invited to attend

The committee may also have additional members who support the activity but who do not participate in any voting.

The Trust Board will nominate the chair for this committee who is currently a Vice Chair of Governors from DGS. Meetings of this committee will generally take place at SBS.

The quorum for this committee shall be any four governors, of which at least two will be non-staff governors.

#### Terms of Reference

1. To shape the ethos of the Sixth Form as an entity separate from, yet integral to, Didcot Girls' School and St Birinus School.
2. To agree the Sixth Form Development Plan and hold both schools to account for delivery and impact throughout the year.
3. To ensure that the Sixth Form curriculum is staffed to deliver the curriculum effectively,

4. To hold the Executive Headteacher, Director of Sixth Form and Headteachers to account for the outcomes of student examination performance and destinations at 16-19.
5. To receive information about curriculum provision to ensure that it can be delivered in a way to maximise student potential.
6. To report back to the Trust Board and Local Governing Bodies on 16-19 issues and raise levels of awareness amongst other Governors.
7. To overview policies specific to the Sixth Form as required.
8. To annually review contributions to the Sixth Form, made in time and/or money from each school, to ensure fairness.
9. To ensure safeguarding is a priority concern and to hold the Executive Headteacher, Head of Sixth Form and Headteachers to account for safeguarding policy and practice.

The Committee will typically meet on at least four occasions during the academic year following the termly link meetings between the Sixth Form leadership teams. Minutes of each meeting will be taken and circulated to the Directors. Additional meetings may be called by agreement with the Chair of the Committee.

Decisions of the committee will be taken by a majority of Governors of the committee attending and voting at a Committee meeting. Any issues where agreement is unable to be reached at committee level will be referred to the Trust Board for final decision.

Agreed by Trust Board on 06 October 2020  
Review by: October 2021

## **Appendix G: Terms of Reference – Local Governing Bodies**

### **Terms of Reference for the Ridgeway Education Trust**

#### **Local Governing Bodies (LGBs)**

##### **1. RESPONSIBILITIES OF THE LGB**

- 1.1 The Trustees (Board Directors) are the charity trustees within the terms of the Charities Act 2011 and as such have overall responsibility and ultimate decision-making responsibility for all the work of the Ridgeway Education Trust. The Local Governing Body operates as a Committee of the Trust, established pursuant to articles 100-104 of the Articles.
- 1.2 The Trustees delegate oversight of the running of the School to the LGB and specifically the following duties:
  - 1.2.1 Determining the school vision, aims and ethos within the strategic direction set by the Trust;
  - 1.2.2 Monitoring and accountability for standards;
  - 1.2.3 Maintaining an oversight of the School's and Sixth Form's activities and acting as critical friend to the Headteacher and Director of Sixth Form
  - 1.2.4 Oversight of and compliance with all policies agreed by the Trust and of the educational vision of the School, including, but without limitation, the School's Development Plan;
  - 1.2.5 Ensuring the School has a range of local policies in place to support its operation and that it complies with Trust Board policies
  - 1.2.6 Monitoring the School staffing structure and considering and advising the Trust on this from year to year;
  - 1.2.7 Commenting on the proposed budget for the School to the Trust and supporting the Trust and Headteacher in operating within the Trust approved budget;
  - 1.2.8 Complying with the Trust Scheme of Delegation and Finance Manual
  - 1.2.9 Governing on matters relating to student admissions, complaints and exclusions and staff discipline, grievances, harassment, capability, etc.;
  - 1.2.10 Overseeing safeguarding procedures at the School
  - 1.2.11 Representing the views of and engaging with the local community;
  - 1.2.12 Visiting the School to ensure governors are visible to staff and with the purpose of quality assuring the School's Development Plan each year
  - 1.2.13 Notifying the Trust, through its Finance and General Purposes Committee, of any significant issues as regards the maintenance of the School estate of which it becomes aware;
  - 1.2.14 Notifying the Trust of any significant changes to fixed assets used by the School of which it becomes aware;
  - 1.2.15 Supporting the School in arrangements for the appointment, job description, appraisal and dismissal of all members of staff of the School (provided that the remuneration of every member of staff and their terms of service shall be within the parameters established by the Trust); note that the job description and appointment of the Headteacher are subject to ratification by the Trust Board and the appraisal and dismissal of the Headteacher are the responsibility of the Trust Board
  - 1.2.16 Establishing any local committees the LGB considers necessary in order to fulfil the duties delegated to it by the Trust Board. The Trust Board requires the DGS and SBS

LGBs to operate a Curriculum and Standards Committee each (or an equivalent) for which it will approve Terms of Reference.

- 1.3 Each Governor shall act in the best interests of the School at all times.
- 1.4 The Governors must keep secure and confidential all information of a private nature obtained by them relating to the School.
- 1.5 The Trustees reserve the right to withdraw delegated powers from the LGB and disband it at any time should there be significant cause of concern relating to the LGB effectiveness.

## **2. COMPOSITION OF THE LGB**

- 2.1 The membership of the LGB shall be determined in accordance with the following provisions:
  - 2.1.1 The total membership of the LGB shall be not fewer than three and not greater than twenty;
  - 2.1.2 Subject to para. 2.1.3 and 2.1.4 the members of the LGB shall be appointed by the Trust Board;
  - 2.1.3 The membership shall comprise a minimum of two elected Parent Governors and up to two elected Staff Governors, the outcome of which will be notified to the Trust Board. If there are insufficient numbers for an election, the LGB can make appointments up to the numbers indicated above and notify the Trust Board;
  - 2.1.4 For church schools 25% of the members of the LGB shall be appointed by the Oxford Diocesan Board of Education;
  - 2.1.5 The Headteacher of the School shall be an ex-officio Governor;
  - 2.1.6 The Executive Headteacher shall also be an ex-officio Governor on the LGB of each school. In the case of church schools, where 25% Diocesan representation on the LGB is required, the Executive Headteacher will be an addition to the governing body, although this is acknowledged that this may alter the 25% representation slightly. The Executive Headteacher can attend all meetings of any committee established by the Trust. When an issue is being discussed which directly affects the Executive Headteacher he/she must, as with any other Trustee/Governor in a similar position, declare an interest and physically withdraw from the meeting.
  - 2.1.7 The LGB may continue to act notwithstanding a temporary vacancy in its composition;
  - 2.1.8 The LGB shall report regularly on its activities to the Trust and in particular shall provide copies of its minutes to the Company Secretary as soon as reasonably practical following each meeting.

## **3 RESIGNATION & REMOVAL**

- 3.1 A Governor may at any time resign his/her office by giving notice in writing to the Clerk to the LGB.
- 3.2 A Governor shall cease to hold office if he/she is removed by the person or persons who appointed him. This provision does not apply in the case of the Parent Governors.
- 3.3 The Trust Board may terminate the appointment of any Governor whose presence or conduct is deemed by the Trustees not to be in the best interests of the Trust or the School. Governors may be asked to make annual declarations to Trustees on their continued suitability to act as a Governor for the LGB.

## **4 PERSONS INELIGIBLE TO BE GOVERNORS**

- 4.1 No person shall be qualified to be a Governor unless he/she is aged 18 or over at the date of his election or appointment. No current pupil of the School shall be a Governor however a current pupil may be invited to attend a meeting of the Governors at the discretion of the Governors.
- 4.2 A Governor shall cease to hold office if he/she becomes incapable by reason of mental disorder, illness or injury of managing or administering his/her own affairs.
- 4.3 A Governor shall cease to hold office if he/she is absent without the permission of the Governors from all their meetings held within a period of six months and the Governors resolve that this office be vacated.

## **5 TERM OF OFFICE**

- 5.1 Any Governor shall hold and vacate office in accordance with the terms of his appointment but the length of his term of office shall not exceed four years.
- 5.2 Governors retiring at the end of their term of office shall be eligible for re-appointment at the discretion of the Trustees.

## **6 CONFLICTS OF INTEREST**

- 6.1 Any Governor who has any duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a Governor shall disclose that fact to the Governors as soon as he becomes aware of it. A Governor must absent himself from any discussions of the Governors in which it is possible that a conflict will arise between his duty to act solely in the interests of the School and any duty or personal interest (including but not limited to any Personal Financial Interest).

## **7 APPOINTMENT OF CHAIR AND VICE-CHAIR**

- 7.1 Chairs and Vice Chairs are appointed by the Trust Board following proposal of appointments by the LGB.
- 7.2 If both the Chair and the Vice-Chair(s) are absent from any meeting of the LGB, those Governors present shall appoint one of their number to chair the meeting.
- 7.3 The Chair or Vice Chair(s) can be removed from their posts by the Trust Board if it determines it is in the best interests of the School concerned.

## **8 MEETINGS OF THE LGB**

- 8.1 The LGB shall meet at least four times annually and shall hold such other meetings as may be necessary.
- 8.2 All meetings shall be convened by the clerk to the LGB, who shall send to the Governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. The agenda shall be prepared by the clerk to the LGB with input from the Headteacher.
- 8.3 A special meeting of the LGB shall be called by the clerk whenever requested by the Chair or at the request in writing by any three Governors. Where there are matters demanding urgent consideration, the Chair or, in his absence, the Vice-Chair(s) may waive the need for

seven days' notice of the meeting and substitute such notice as he/she thinks fit.

8.4 The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

## **9 QUORUM**

9.1 Meetings of the LGB shall be quorate if three or one-third of members are present (whichever is greater).

9.2 If the number of Governors assembled for a meeting of the LGB does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the LGB the number of Governors present ceases to constitute a quorum, the meeting shall be terminated forthwith.

9.3 If for lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if he thinks fit, determine the time and date at which a further meeting shall be held and shall direct the clerk to convene the meeting accordingly.

## **10 PROCEEDINGS OF MEETINGS**

10.1 Every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the Governors present and voting on the question. Every Governor shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.

10.2 A Governor may not vote by proxy.

10.3 No resolution of the Governors may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

10.4 Any Governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his/her remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

10.5 A resolution in writing, signed by all the Governors (or all of the members of a committee of the Governors), shall be valid and effective as if it had been passed at a meeting of the Governors or (as the case may be) a committee of Governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the Governors (or the members of a committee, as the case may be).

10.6 Any Governor shall be able to participate in meetings of the Governors by telephone or video conference provided that he/she has given reasonable notice to the clerk and that the Governors have access to the appropriate equipment.

## **11 DELEGATION OF FUNCTIONS AND COMMITTEES**

11.1 The DGS and SBS LGBs must each establish a Curriculum and Standards Committee in relation to the School. Terms of reference of which shall be agreed by the Trust Board. In addition, the LGB can establish any other sub-committee it considers desirable to carry out its responsibilities. The powers of these additional sub-committees, their terms of reference and membership shall be determined by the LGB and approved by the Trust Board.

11.2 Committees may include members who are not Governors, providing the majority of members are Governors.

11.3 Except where it is otherwise constrained within its terms of reference, a committee may invite attendance by persons who are not Governors or committee members where such attendance is considered by the members of the committee to benefit its deliberations.

11.4 Copies of the minutes of LGB meetings are to be circulated to all Governors and those who are entitled to attend LGB meetings. They will also be made available to Trustees.

Approved by the Trust Board on 06 October 2020  
Review by October 2021

## **Appendix H: Terms of Reference – Curriculum & Standards Committee (Secondaries)**

### **DIDCOT GIRLS' SCHOOL AND ST BIRINUS SCHOOL**

#### **CURRICULUM & STANDARDS COMMITTEE**

#### **TERMS OF REFERENCE**

##### **Purpose of Committee**

Each school's Committee has responsibility for reviewing and agreeing the school's approach to teaching and learning to ensure that all students enjoy learning, achieve their full potential and are fully prepared for the next stages of their lives.

##### **Membership**

Membership should comprise a minimum of five governors.

##### **Officers (no voting rights)**

The Deputy Headteachers will be Lead Officers, supported by Assistant Headteacher and Associate Assistant Headteacher, as required. Additional staff members may attend to support the Committee's activities but have no voting rights.

##### **Quorum**

The quorum shall be any three governors.

##### **Clerk**

The meetings will be clerked by a member of the Governance Team.

##### **Meetings**

The Committee shall meet a minimum of four times a year.

##### **Terms of Reference**

1. To contribute to the School Development Plan and monitor elements relevant to the remit of this Committee.
2. To monitor the structure and delivery of the curriculum.
3. To oversee the governing body's curriculum responsibilities within the school, including sex education, religious education, collective worship and Personal Social Health education (PSHE).
4. To consider the implications of curriculum changes on staffing and resources.
5. To analyse examination results at KS4 and student progress at KS3 in relation to national data.
6. To ensure that the School is meeting the educational requirements of pupils qualifying for pupil premium, SEND and any other identified groups and that these groups are making good progress.
7. To monitor assessment processes at KS3 and KS4.

8. To consider inspection reports, prepare action plans and monitor progress.
9. To make recommendations on strategic developments and ensure that targets are set to improve student achievement and school effectiveness.
10. To receive regular reports on the progress being made towards school improvement and student progress targets, 11-16
11. To monitor the effectiveness of classroom and virtual teaching and learning across the school in delivering the agreed curriculum.
12. To monitor and review all aspects of the teaching and support staff appraisal process.
13. To consider reports on staffing structure and succession planning for Teaching and Associate/Support Staff.
14. To keep under review the skills and capabilities requirements of the school and monitor learning, development and training initiatives.
15. To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence.
16. To ensure that the school is meeting the Every Child Matters outcomes through its safeguarding arrangements, (including all aspects of staff and student welfare), especially relating to Child Protection and Locality Working procedures.
17. To monitor the strategic actions of the school (including Rewards and Sanctions systems and harnessing of Student Voice) to ensure high levels of behaviour, attendance and motivation of all students.
18. To monitor and review the level of parental engagement with the school, and to ensure that the school takes on board and responds appropriately to parental feedback.
19. To consider health and safety in so far as it affects those issues for which this committee has direct responsibility.
20. To approve/review relevant policies on a timely basis on behalf of the Governing Body/Trust.
21. To suggest any amendments to the Terms of Reference of the Committee on an annual basis to the Trust Board for approval.

**Approved by Trust Board:** 06 October 2020  
**Next review due:** October 2021

## Appendix I: Terms of Reference – Curriculum & Standards Committee (Primary)

### Sutton Courtenay CofE Primary School

#### Curriculum & Standards Committee Terms of Reference

##### Purpose of Committee

The Committee has responsibility for reviewing and agreeing the school's policies and approach to teaching and learning to ensure that all students enjoy learning, achieve their full potential and are fully prepared for the next stages of their lives.

##### Membership

Membership should comprise a minimum of five governors. Governors with specific roles (Safeguarding, SEND; Pupil Premium) may be asked to attend as required, if not members of this committee.

Staff lead will be Headteacher or a member of the SLT. Other staff members may attend to support the Committee's activities but have no voting rights.

##### Quorum

The quorum shall be any three governors.

##### Clerk

The meetings will be clerked by the RET Governance Team Clerk.

Specific responsibilities are:

<b><i>Area of Responsibility</i></b>
<b>Curriculum</b>
<ul style="list-style-type: none"><li>• To ratify the school's Curriculum Policy and to monitor implementation of changes to the school curriculum in line with national and local guidelines and requirements.</li><li>• Ensure National Curriculum (NC) and EYFS Curriculum is taught to all pupils.</li><li>• To identify and review the school's Ethos Statement.</li><li>• To make provision of PSHCE, including Sex Education</li><li>• To receive reports from subject co-ordinators, particularly Maths and English.</li><li>• Review and monitor specified curriculum areas based on Governor reports</li></ul>
<b>Progress and Standards of Achievement by pupils</b>
<ul style="list-style-type: none"><li>• To develop an understanding of assessment data and how it compares with the national picture as well as similar schools.</li><li>• To monitor and evaluate rates of pupil development, achievement &amp; progress through analyses of data and case studies.</li><li>• Review quality of teaching through using HT report, making visits and by accessing external reports</li></ul>
<b>Pupil Premium</b>
<ul style="list-style-type: none"><li>• To ensure that the School is meeting the educational requirements of pupil premium pupils and that they are making good progress</li><li>• Monitor spending of Pupil Premium funding and the impact of this on closing gaps</li></ul>

<b>Area of Responsibility</b>	<b>When (TBC)</b>
<ul style="list-style-type: none"> <li>Review case studies of Pupil Premium children to aid monitoring of Pupil Premium funding</li> </ul>	
<b>SEND</b>	
<ul style="list-style-type: none"> <li>To ensure that the School is meeting the educational requirements of SEND pupils and that they are making good progress.</li> <li>Receive and discuss SEND information report</li> </ul>	
<b>PE and Sport Premium</b>	
<ul style="list-style-type: none"> <li>Monitor P.E. spending</li> <li>the effect of the premium on pupils' PE and sport participation and attainment</li> </ul>	
<b>Communication with stakeholders</b>	
<ul style="list-style-type: none"> <li>Extended schools - Review after school provision and breakfast club including school clubs.</li> <li>Ensure information required by the DFE is available on the school website.</li> <li>To receive feedback from the parental annual questionnaire and review/provide recommendations.</li> <li>To foster links between the school and community, with a view to promoting the school and its activities within the community and to involve local individuals and organisations with the work of the school. □ Ensure that the Home School Agreement is renewed annually</li> </ul>	

<b>Chair</b>	The Chair shall be elected by the committee on an annual basis at its first meeting of the Academic Year and should be a Governor other than the Head Teacher.
<b>Approved by the Trust Board</b>	06 October 2020
<b>Date of next review of TOR</b>	October 2021