



Terms of Reference : Admissions, Inclusion & Ethos Committee

1. Membership and quorum

The Local Governing Body (LGB) may co-opt persons to the Committee who are not Governors. The Committee shall consist of a minimum of 2 and a maximum of 6 members (of whom at least two shall be Governors and at least one of whom shall have the relevant skills and expertise).

All of the above are voting members. Other attendees may be invited to the meetings as appropriate but will not have a vote.

Two members represent a quorum.

2. Term of Office

The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the LGB (whichever shall first happen).

3. Chairmanship

The Chair of the Committee shall be appointed by the committee and will be a Governor to allow effective feedback to the LGB. The Chair will be appointed at the first meeting of the committee in each academic year, along with a Vice-Chair who will take the position of the Chair in the event of his/her absence from a meeting.

4. Meetings

a) The Committee shall meet as necessary but normally at least once per term. The Chair or any two members may call a meeting.

b) The Clerk to the LGB shall be the Clerk to the Committee, keeping appropriate records of the proceedings.

c) The agendas and minutes of Committee meetings shall be circulated to all LGB members.



5. Duties

The committee will:

- a) Monitor and review all aspects of admissions to the Academy, particularly the Academy's admission criteria as determined by the Governing Body and approved by the Secretary of State.
- b) Annually review the Academy's admission policy, including the published admission number and the area served by the Academy.
- c) Bring to the notice of the LGB any aspect of admissions that needs its attention, making recommendations where appropriate.
- d) Consider and comment on relevant authorities admission arrangements as part of the annual consultation process.
- e) Delegate responsibility to the Head of School to admit students from the Academy's priority admission area in accordance with the arrangements on admissions agreed by the governing body.
- f) Consider any application for admission that the Head of School cannot determine in accordance with the Academy's admission policy.
- g) On behalf of the LGB, to oversee and develop the Academy's links with the wider community (parents, local groups businesses, other schools).
- h) To monitor and evaluate the Academy's wider community activities to ensure they raise the overall achievement of the children, and/or benefit the Academy and/or community.
- i) To review and monitor all policies relating to the Academy and wider community
- j) Require that safeguarding is a standing item on the agenda and that it is reported on at every meeting.
- k) Agree and establish arrangements for the appropriate training of all staff in safeguarding matters and receive an annual report on this.
- l) Receive reports at each meeting on the Academy's progress in promoting and celebrating the Christian Ethos.

The duties of the Committee shall include monitoring:-

- a) that there is effective promotion of healthy lifestyles including healthy eating, consumption of water and appropriate education and information on health related issues;
- b) that there are effective and enforceable policies on child protection/safeguarding, bullying and racial issues and that all students have confidence that these issues will be dealt with in an appropriate manner.
- c) that as far as possible Academy is a place of positive experience and enjoyment for students and that the recognition system reflects this.



- d) that regard is paid to students' spiritual, moral, social, emotional and cultural development.
- e) that students develop their understanding of their rights and responsibilities and have appropriate opportunities to make a positive contribution to the local community.
- f) that students have opportunities to help them achieve future economic well-being.
- g) that students understand career options and acquire workplace skills.
- h) that arrangements for educational visits follow the guidance available from the local authority.
- i) that effective provision is made for students with Special Educational Needs [SEN].
- j) that the Inclusion and Safeguarding related policies are reviewed, approved and amended as appropriate.

6. Declaration of interests

Where there is a conflict between the interests of any governor and the interests of the LGB or Trust Board, that person must declare the interest and withdraw from the meeting. If there is any dispute as to whether a person must withdraw from a meeting under the regulations on governing body procedures, the other governors present at the meeting will decide on the matter.

7. Terms of Reference

The Terms of Reference of the Committee will be reviewed annually at the first meeting of the year.

8. Authority

The Committee is authorised by the Board to:-

- a) Investigate any activity within its terms of reference.
- b) Obtain external professional advice.



Terms of Reference : Audit Committee

1. Membership and quorum

The Board may co-opt persons to the Committee who are not Directors. The Committee shall consist of a minimum of 3 and a maximum of 6 members (of whom at least two shall be Directors and at least one of whom shall have the relevant skills and expertise). The Chair of the Trust Board and any staff member shall not be eligible for membership.

The Chair of Governors shall be invited to attend the meetings of the audit committee.

Two members represent a quorum.

2. Term of Office

The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Trust Board (whichever shall first happen).

3. Chairmanship

The Chair of the Committee shall be appointed by the committee and will be a Governor to allow effective feedback to the LGB. The Chair will be appointed at the first meeting of the committee in each academic year, along with a Vice-Chair who will take the position of the Chair in the event of his/her absence from a meeting. The Chair of the Trust Board shall not act as Chair of the Committee.

4. Meetings

- a) The Committee shall meet as necessary but normally at least once per term. The Chair or any two members may call a meeting.
- b) The meetings shall be timely with the work of the Trust's internal controls review service and the financial statements auditor.
- c) Non-members may be invited to attend meetings.
- d) The Clerk to the Trust Board shall be the Clerk to the Committee, keeping appropriate records of the proceedings.
- e) The agendas and minutes of Committee meetings shall be circulated to all Board members.



5. Duties

The duties of the Committee shall include:-

- a) Advising the Board on the adequacy and effectiveness of the Trust's systems of internal control and its arrangements for risk management, control and governance processes and for securing economy, efficiency and effectiveness (value for money).
- b) Advising the Board on the appointment, re-appointment, dismissal and remuneration of the financial statements auditor and the internal controls review service.
- c) Advising the Board on the scope and objectives of the work of the internal controls review service and the financial statements auditor.
- d) Ensuring effective co-ordination between the internal controls review service and the financial statements auditor.
- e) Considering and advising the Board on the audit strategy and annual plans for the internal controls review service.
- f) Advising the Board on internal controls review assignment reports and on control issues included in the management letters of the financial statements auditor, and management's responses to these.
- g) Monitoring, within an agreed timescale, the implementation of agreed recommendations relating to internal controls review assignment reports, and the financial statements auditor's management letter.
- h) Considering and advising the Board on relevant reports by the National Audit Office, the Education Funding Agency and other funding bodies and, where appropriate, management's response to these.
- i) Establishing, in conjunction with Trust management, relevant annual performance measures and indicators and monitoring the effectiveness of the internal controls review service and financial statements auditor through these measures and indicators and deciding, based on this review, whether a competition for price and quality of the audit service is appropriate.
- j) Producing an annual report for the Board and accounting officer which should include the Committee's advice on the effectiveness of the Academy's risk management, control and governance processes and any significant matters arising from the work of the internal controls review service and the financial statements auditor.
- k) Considering and advising the Board on any alleged fraud and irregularity in the Academy's financial and other control systems and ensuring that all allegations of fraud and irregularity are properly followed up.
- l) Being informed of all additional services undertaken by the financial statements auditors.
- m) Recommending the annual management letter produced by the financial statements auditors to the Board for approval.



- n) Monitoring the Trust's risk management plan and advising the Board on its adequacy and effectiveness
- o) Monitoring the Trust's whistleblowing procedures and advising the Board on their effectiveness

6. Declaration of interests

Where there is a conflict between the interests of any governor and the interests of the LGB or Trust Board, that person must declare the interest and withdraw from the meeting. If there is any dispute as to whether a person must withdraw from a meeting under the regulations on governing body procedures, the other Directors present at the meeting will decide on the matter.

7. Terms of Reference

The Terms of Reference of the Committee will be reviewed annually at the first meeting of the year.

8. Authority

The Committee is authorised by the Board to:-

- a) Investigate any activity within its terms of reference.
- b) Seek any information it requires from the internal controls review service, the financial statements auditor, Governors, Committees and Academy employees, plus relevant information from subcontractors and other third parties.
- c) Obtain external professional advice.

NB. The Board must not add to these terms of reference responsibilities that require the Audit Committee to adopt an executive role, or its members to offer professional advice to the Board. The Audit Committee should seek formal professional opinions from the internal controls review service, financial statements auditor or other professional advisers to the Board. Advice should only be given in Committee members' capacity as Directors and co-optees and only within their terms of reference.



Terms of Reference : Local Governing Body Committee

1. Membership and quorum

The Board may co-opt persons to the Local Governing Body (LGB) who are not Governors. The LGB shall consist of a minimum of 3 and a maximum of 9 members (of whom three shall be nominated by each sponsor, one will be a parent member, one will be a staff member and one will be the Head of School).

All of the above are voting members. Other attendees may be invited to the meetings as appropriate but will not have a vote. The Deputy Head of School and Assistant Heads of School will be attendees.

Three members represent a quorum.

2. Term of Office

The members of the LGB shall hold office from the date of their appointment until their resignation or their omission from membership of the LGB on subsequent consideration by the Trust Board (whichever shall first happen).

3. Chairmanship

The Chair of the Committee shall be appointed by the committee and will be a Governor to allow effective feedback to the LGB. The Chair will be appointed at the first meeting of the committee in each academic year, along with a Vice-Chair who will take the position of the Chair in the event of his/her absence from a meeting.

4. Meetings

- a) The LGB shall meet as necessary but normally at least once per term. The Chair or any two members may call a meeting.
- b) The Clerk to the LGB shall be appointed by the LGB, keeping appropriate records of the proceedings.
- c) The agendas and minutes of LGB meetings shall be circulated to all Board members.



5. Duties

The duties of the LGB shall include:-

- a) To review and evaluate teaching and learning, student achievement and standards and their implementation and outcomes.
- b) To advise the Trust Board on standards and achievement, including statutory requirements.
- c) To review academic and pastoral arrangements to monitor that the academy delivers a broad and balanced curriculum in keeping with the ethos of the academy and the requirements of the National Curriculum.
- d) To consider curriculum issues which have implications for finance and personnel decisions.
- e) To consider any curricular and careers matters referred by staff, students, parents or the Trust Board.
- f) To monitor and review curriculum related policies.
- g) To agree statutory targets reported to the Trust Board and the local authority and published in the academy profile.
- h) To establish a selection panel for the appointment of a Head of School and Deputy Head of School (as required).
- i) To establish, and keep up to date, a written policy for the provision of sex education.
- j) To establish and implement a performance management policy, and to make recommendations to the Remuneration Committee of the Trust Board regarding pay progression for teaching staff.
- k) To review the use of exclusions and to decide whether or not to confirm all permanent and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit in a public examination. (can be delegated to Chair/Vice Chair in cases of urgency).
- l) To have overall responsibility for the oversight of the Academy's budget in accordance with the Scheme of Delegation established by the Trust Board.
- m) To set the times of academy sessions and the dates of academy terms and holidays.
- n) To adopt and review home-school agreements.
- o) To determine the development needs of governors and put in place an appropriate program.
- p) To institute a safeguarding policy.



In addition, the Governors will monitor the following:-

- q) that students receive a broad and balanced curriculum;
- r) that there is effective promotion of healthy lifestyles including healthy eating, consumption of water and appropriate education and information on health related issues;
- s) that as far as possible the academy is a place of positive experience and enjoyment for students and that the Rewards system reflects this.
- t) that regard is paid to students' spiritual, moral, social, emotional and cultural development.
- u) that students develop their understanding of their rights and responsibilities and have appropriate opportunities to make a positive contribution to the local community.
- v) that students have opportunities to help them achieve future economic wellbeing,
- w) understand career options and acquire workplace skills.
- x) that arrangements for educational visits follow the guidance available from the local authority.
- y) that effective provision is made for students with Special Educational Needs [SEN].
- z) To review, approve and amend curriculum related policies as appropriate.

6. Declaration of interests

Where there is a conflict between the interests of any governor and the interests of the LGB or Trust Board, that person must declare the interest and withdraw from the meeting. If there is any dispute as to whether a person must withdraw from a meeting under the regulations on governing body procedures, the other governors present at the meeting will decide on the matter.

7. Terms of Reference

The Terms of Reference of the Committee will be reviewed annually at the first meeting of the year.

8. Authority

The LGB is authorised by the Board to:-

- a) Investigate any activity within its terms of reference.
- b) Obtain external professional advice.



Terms of Reference : Finance and Business Committee

1. Membership and quorum

The LGB may co-opt persons to the Committee who are not Governors. The Committee shall consist of a minimum of 2 and a maximum of 6 members (of whom at least two shall be Governors and at least one of whom shall have the relevant skills and expertise).

All of the above are voting members. Other attendees may be invited to the meetings as appropriate but will not have a vote. The Trust Director of Finance & Resources will be an attendee.

Two members represent a quorum.

2. Term of Office

The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Local Governing Body (LGB), whichever shall first happen.

3. Chairmanship

The Chair of the Committee shall be appointed by the committee and will be a Governor to allow effective feedback to the LGB. The Chair will be appointed at the first meeting of the committee in each academic year, along with a Vice-Chair who will take the position of the Chair in the event of his/her absence from a meeting.

4. Meetings

- a) The Committee shall meet as necessary but normally at least once per term. The Chair or any two members may call a meeting.
- b) The Clerk to the LGB shall be the Clerk to the Committee, keeping appropriate records of the proceedings.
- c) The agendas and minutes of Committee meetings shall be circulated to all LGB members.



5. Duties

The duties of the Committee shall include:-

- a) To consider the Academy's indicative funding, notified annually by the EFA, and to assess its implications for the Academy, in consultation with the Trust Director of Finance and the Head of School, in advance of the financial year, drawing any matters of significance or concern to the attention of the LGB.
- b) To evaluate and monitor fund raising activities.
- c) To consider and recommend acceptance/non-acceptance of the Academy's indicative budget, prior to the start of each financial year.
- d) To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
- e) To liaise with and receive reports from the other committees, as appropriate, and to make recommendations to those committees about the financial aspects of matters being considered by them. To monitor the Academy's progress against financial plan targets.
- f) To monitor and review expenditure, including information from budget reports, on a regular basis and ensure compliance with the overall financial plan for the Academy, and with the financial regulations of the EFA, drawing any matters of concern to the attention of the Local Governing Body.
- g) To assess and authorise, as appropriate, the award of contracts or purchases of over £50,000 but below the Official Journal of the European Union (OJEU) limit.
- h) To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
- i) To ensure the withdrawal of any individual if she/he has a business, pecuniary or personal interest in the business of the committee.
- j) To review, approve and amend finance related policies as appropriate.
- k) To implement the pay and conditions policy set by the Trust (which is to be consistent with statutory requirements, national and local guidance and/or agreements made between the LA, the Trust Board, the staff and their unions/professional associations),
- l) To implement this policy in a fair and equal manner in accordance with staff contracts of employment and employment law and giving due regard to the financial impact of any decision.
- m) To draft and recommend for adoption a strategic staffing plan in accordance with the approved budget.



- n) To implement and review the application of relevant HR policies established by the Trust Board.
- o) To report to the LGB on all staff matters which relate to conditions of service.
- p) To advise the LGB and Trust Board on all current human resource developments which may affect the Academy's pay policy or budget.
- q) To determine and monitor the appointments procedure on behalf of the LGB.
- r) To delegate to the Executive Headteacher, Trust Director of Finance and Head of School all matters relating to the day to day selection, management and supervision (and dismissal) of the staff employed at the Academy.
- s) To ensure that governors on the Finance & Business Committee and other committees which have human resource responsibilities are aware of and understand those responsibilities.
- t) To ensure that all staff have an effective induction programme and compliance with the induction requirements for newly qualified teachers.
- u) To ensure compliance with "Keeping Children Safe in Education" as issued by the DfE

6. Declaration of Interests

Where there is a conflict between the interests of any governor and the interests of the LGB or Trust Board, that person must declare the interest and withdraw from the meeting. If there is any dispute as to whether a person must withdraw from a meeting under the regulations on governing body procedures, the other governors present at the meeting will decide on the matter.

7. Terms of Reference

The Terms of Reference of the Committee will be reviewed annually at the first meeting of the year.

8. Authority

The Committee is authorised by the Board to:-

- a) Investigate any activity within its terms of reference.
- b) Seek any information it requires from the internal controls review service, the financial statements auditor, Governors, Committees and Academy employees, plus relevant information from subcontractors and other third parties.
- c) Obtain external professional advice.

NB. The LGB must not add to these terms of reference responsibilities that require the Committee to adopt an executive role, or its members to offer professional advice to the LGB. Advice should only be given in Committee members' capacity as Governors and co-optees and only within their terms of reference.



Terms of Reference : Remuneration Committee

1. Membership and quorum

The Remuneration Committee will consist of the following members: The Chair of each Local Governing Body (LGB) and the Chair of the Trust Board. The Executive Headteacher and the Trust Director of Finance & Resources will be invited to attend. The Heads of School may be invited to attend.

Teacher and staff governors are not eligible to sit on this committee.

The quorum is two members.

2. Term of Office

The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall first happen).

3. Chairmanship

The Chair of the Trust Board is ex-officio chair of the Remuneration Committee.

4. Meetings

- a) The Remuneration Committee shall meet at least annually in November.
- b) The Clerk to the Trust Board is appointed as Clerk to the Remuneration Committee.
- c) Minutes will be reported to the next meeting of the Trust Board as a confidential item without comment, detail, or discussion so that any appeal that may be made is not prejudiced.

5. Duties

The Remuneration Committee is responsible for monitoring and implementing the Trust's Pay Policy with fully delegated powers from the Trust Board. The responsibilities of the Remuneration Committee are to:

- a) review the pay policy annually as approved by the Trust Board.
- b) determine the policy in relation to discretionary payments and identify criteria for their award.
- c) set and monitor delegation of functions under the Pay Policy to the Executive Headteacher, the Trust Director of Finance & Resources and the Head of School.
- d) ensure that statutory and contractual obligations for pay of teachers and support staff are provided for and met in a fair and consistent manner.
- e) review and recommend to the LGB the appropriate individual School Range.



- f) appoint Governors to carry out the Head of School's Performance Management Review.
- g) determine the appropriate pay range for the Head of School for recommendation to the LGB and to determine the salary of the Head of School following annual review.
- h) determine appropriate pay ranges for members of the Senior Leadership team for recommendation to the LGB.
- i) fulfil any functions under the Pay Policy not delegated to others.

6. Remuneration Appeal Committee

All members of staff are entitled to appeal against decisions of the Remuneration Committee under the procedure set out in the Pay Policy. A Remuneration Appeals Committee will be convened as required under the Trust Board's Pay Policy.

7. Terms of Reference

The Terms of Reference of the Committee will be reviewed annually at the first meeting of the year.

8. Declaration of interests

Where there is a conflict between the interests of any governor and the interests of the LGB or Trust Board, that person must declare the interest and withdraw from the meeting. If there is any dispute as to whether a person must withdraw from a meeting under the regulations on governing body procedures, the other governors present at the meeting will decide on the matter.

9. Authority

The Committee is authorised by the Board to:-

- a) Investigate any activity within its terms of reference.
- b) Obtain external professional advice.