



Board of Trustees Terms of Reference

As agreed by the Board of Trustees: October 2018





Trust Board of Trustees

Terms of Reference

1. Powers of The Trust Board of Trustees

The Trustees shall exercise duties and powers as set out in the Academy Trust's Memorandum and Articles of Association and Funding Agreements, in compliance with relevant legislation current at that time, and, in particular;

- 1.1. to advance for the public benefit education by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum, the Object of the Academy Trust (*Article 4*),
- 1.2. to set out the Trust's vision, ethos, values and principles,
- 1.3. to expend the funds of the Academy Trust in furtherance of the Object as they consider most beneficial and enter into contracts on behalf of the Academy Trust (*Article 94*),
- 1.4. to abide by the requirements of and have regard to the guidance in the Academies Finance Handbook, including approval of the annual budget each Academy financial year,
- 1.5. to prepare and submit Annual Accounts Report and Return, audited by independent auditors, to the Secretary of State, as Principal Regulator, and Companies House and publish them on the website (Articles 129-131),
- 1.6. to establish any Committee they deem appropriate (Article 100b) and to regulate their proceedings (Articles 101),
- 1.7. to establish Local Academy Committees/(LAC)Interim Executive Committee (IEC) (Article 100a) and to regulate their proceedings (Articles 104),
- 1.8. to appoint the Chief Executive Officer and Headteachers of Academies (Article 107),
- 1.9. to delegate powers and functions to any Trustee, LAC member, Committee, CEO or Headteacher/Principal as they consider desirable (Article 105-6).
- 1.10. The Trustees shall have the right to intervene in the governance of an Academy where it has serious cause for concern, including;
 - 1.10.1. Standards of performance of pupils at the Academy are unacceptably low,
 - 1.10.2. Serious breakdown in the way the Academy is governed or managed,
 - 1.10.3. Safety of pupils or staff is threatened,
 - 1.10.4. Financial mismanagement or failure to operate within budget.
- 1.11. The Articles of Association is published on the Trust website.
- 1.12. The Master and Supplemental Funding Agreements are published on the Trust website.

2. Composition and Appointment of The Board of Trustees

- 2.1. The composition of the Trust Board is set out in the Articles of Association and, in particular, shall be as follows; maximum of 10 Trustees with a range of responsibilities and skills including the CEO/Executive Principal.
- 2.2. The Trust Board of Directors shall support each Local Academy Committee to make all necessary arrangements for the election of a minimum of two Parent members by parents of registered pupils at each Academy (Articles 55 and 101A).

3. Term of Office for Trustees

- 3.1. The Term of Office for Trust Trustees is four (4) years.
- 3.2. The Chief Executive Officer shall be ex-officio and therefore without limit on Term of Office.

4. Meetings of The Trust Board

- 4.1. The Trust Board shall meet as set out in the Articles of Association and, in particular;
 - 4.1.1. The Trust Board shall meet at least three times in each school year (Article 109),
 - 4.1.2. The Trust Board shall meet during the date periods as per the Trust Governance Planning Calendar,
 - 4.1.3. The Trustees shall meet specifically to approve the Trust Audited Accounts and Annual Report ,
 - 4.1.4. The Trustees will receive notice of each meeting seven (7) clear days before the date of the meeting (Article 111).
- 4.2. Quorum for a meeting of the Trust Board will be;
 - 4.2.1. The greater of either three (3) persons or number of persons at least equal to one thirds (1/3) who are at the time Trustees entitled to vote (Article 117),
 - 4.2.2. For decisions set out in Article 119, number of persons equal to at least two thirds (2/3) who are at the time Trustees entitled to vote.
- 4.3. Each question to be decided at a meeting of the Trust Board shall be determined by a majority of votes of Trustees present and eligible to vote on the question. In the event that there are equal votes on the question then the Chair shall have an additional casting vote (Article 120-121).

5. Appointment of The Trust Board Chair and Vice Chair

- 5.1. The term of office for Chair and Vice-Chair will be 1 year and they shall be elected at the first meeting of each school year (Article 82) and, in particular;
- 5.2. The Chair and Vice Chair will be elected by a secret ballot, conducted by the Clerk to the Trustees,
- 5.3. Trustees shall submit written nominations fourteen (14) days prior to the meeting. A Trustee can nominate him/herself for office and does not need to be present,
- 5.4. Nominee(s) will be asked to leave the room whilst the election takes place. If there is more than one nominee, the remaining Trustees will take a vote by secret ballot and the Clerk will tally the votes,
- 5.5. If there are more than three nominees per office, the nominee polling the least votes shall be eliminated and a further vote taken. If there is a tie the Trustees shall discuss the strengths of nominees and a further vote taken. This process will continue until a nominee polls a majority of votes.

6. Delegation of Powers to Committees, Advisors, Governors and Chief Executive

- 6.1. The Trust Board shall agree the delegation of functions to Trust Committees, Local Academy Committees, Interim Executive Committee and Chief Executive Officer at the first meeting of the Trust Board each school year. The Scheme of Delegation shall be detailed as [Annex 1](#).
- 6.2. The Trust Board shall retain the following governance responsibilities;
 - 6.2.1. Approve Trust Board Terms of Reference (SoD 1.10),
 - 6.2.2. Approve Trust Scheme of Delegation (SoD 1.9),
 - 6.2.3. Approve further academies joining the Trust (SoD 5.1),
 - 6.2.4. Approve the appointment of LAC members (SoD 1.13),
 - 6.2.5. Establish Trust Committees (SoD 1.8),
 - 6.2.6. Approve Trust Committee Terms of Reference (SoD 1.11),
 - 6.2.7. Approve Local Academy Committee/Interim Executive Committee Terms of Reference (SoD 1.11),
 - 6.2.8. Elect (and remove) Trust Board Chair (SoD 1.12),
 - 6.2.9. Remove the Chair and/or Vice Chair of the Local Academy Committee in exceptional circumstances such as those listed in clause 1.10 of these Terms, (SoD 1.13/14),
 - 6.2.10. Remove Governors from Local Academy Committees in exceptional circumstances such as those listed in clause 1.10 of these Terms (SoD 1.13/14),
 - 6.2.11. Appoint (and remove) Chair(s) of Trust Committees (SoD 1.13/14),
 - 6.2.12. Appoint (and remove) members of Trust Committees (SoD 1.13/14),
 - 6.2.13. Appoint the Clerk to the Directors and Clerk to the LAC (SoD 2.7),
 - 6.2.14. Approve the calendar of Trust Board and LAC meetings (SoD 1.15),
 - 6.2.15. Approve the list of statutory, mandatory or required policies including the determination of those that are Trust policies and those that are Academy policies (SoD 1.26)
 - 6.2.16. Monitor the performance of Local Academy Committees in fulfilling their responsibilities and accountabilities.
- 6.3. The Trust Board shall retain the following strategic and financial responsibilities;
 - 6.3.1. Approve the Trust Strategic Plan (SoD 1.5/6) which shall include a statement of the Trust's vision, ethos, values and principles,
 - 6.3.2. Approve academy Improvement plan/post Ofsted Action Plan, and targets (SoD 2.6),
 - 6.3.3. Approve annual pay award for Headteachers (SoD 3.10)
 - 6.3.4. Approve the Annual Pay Award for Teachers and Support Staff (SoD 3.13-14)
 - 6.3.5. Appointment of the CEO (SoD 1.3),
 - 6.3.6. Approve the Trust staff structure and complement and appointment of Trust staff (SoD 3.3)
 - 6.3.7. Approve the appointment of each Headteacher and Deputy Headteacher (SoD 3.4),
 - 6.3.8. Approve any re-structuring or redundancy of staff (SoD 3.8),
 - 6.3.9. Approve Trust Financial Regulations & Procedures (SoD 4.1),

- 6.3.10. Appoint the Trust Auditors (SoD 4.7),
- 6.3.11. Approve Trust and Academy 1 Year and 3 year budgets (SoD 4.11/13),
- 6.3.12. Approve Academy term dates and the hours of the school day (SoD 2.15)
- 6.3.13. Approve the change, expansion or extension of provision for an Academy (SoD 5.2)

7. Committees

- 7.1. The Trust Board shall establish Committees, as set out in the Articles of Association, with Terms of Reference and Membership to be agreed and reviewed at the first meeting of the Trust Board each school year, recognising that the Finance and Audit Committees shall be permanently constituted as required by Funding Agreement.
- 7.2. The current Committee structure, Terms of Reference and Membership shall be detailed as [Annex 2](#).
- 7.3. The trustees shall agree whether to appoint non-Trustees as Committee members and whether they shall have voting rights, notwithstanding the requirement for the majority of the members present to be Trustees before a vote can be taken (Article 101).
- 7.4. The practice for Committee Management shall be;
 - 7.4.1. Agendas will be circulated to all committee members at least seven (7) days in advance of the meeting,
 - 7.4.2. Committee papers will be available to all Trustees via Sharepoint (not just those on the committee),
 - 7.4.3. Minutes will be circulated to all Trustees via Sharepoint (not just those on the committee),
 - 7.4.4. Minutes will be signed by the Committee Chairman at the next committee meeting to verify that the minutes are a true record,
 - 7.4.5. Any Trustee may attend a committee meeting but only named committee members may vote.

8. Appointment of The Accounting Officer

- 8.1. The Trustees shall appoint the CEO as Accounting Officer with personal responsibility to the Trust Board for financial and administrative matters including;
 - 8.1.1. Ensuring regularity and propriety,
 - 8.1.2. Prudent and economical administration,
 - 8.1.3. Avoidance of waste and extravagance,
 - 8.1.4. Efficient and effective use of available resources,
 - 8.1.5. Day to day organisation, staffing and management of the Academy Trust.

9. Appointment of The Company Secretary

- 9.1. The Trust Board may appoint a Company Secretary who shall not be a Trustee nor a Member. If a Company Secretary is not appointed then the Directors shall appoint a member of staff to carry out the functions below. The SEAX Director of Governance and Compliance will fulfil this role:
- 9.2. The functions of the Company Secretary or appointed member of staff shall be to;
 - 9.2.1. Keep records such as registers of trustees and members,
 - 9.2.2. File documents and accounts at Companies House,

- 9.2.3. Ensure that the Trust Board acts within its powers and that decisions are communicated and notified to relevant bodies, principally the DfE,
- 9.2.4. Be a point of contact for Members and Trustees to provide information to, for example, email addresses, instruments of proxy and notices of resignation or disqualification,
- 9.2.5. Act as Chair when the Chair is being elected,
- 9.2.6. Ensure Trust Board meetings are quorate,
- 9.2.7. Keep a book of the minutes of the Trustees' meetings,
- 9.2.8. Convene meetings of Trustees by sending out signed written notice 7 clear days before the meeting,
- 9.2.9. Keep a register of interests, bring the issue of conflicts of interest to the attention of the Trustees and maintain a risk register.

10. Appointment of A Clerk

- 10.1. The Trust Board may appoint a Clerk to the Trustees who shall carry out those functions of the Company Secretary as delegated with the agreement of the Trust Board. The SEAX Director of Governance and Compliance will fulfil this role.

11. Trustees' Expenses

- 11.1. The Academy Trust shall reimburse exceptional expenses incurred by Trustees in line with the relevant policy.

Declaration

The Board of Trustees, at its meeting on 17th October 2018 resolved to adopt these Terms of Reference. A copy has been forwarded to the Clerk to the Trustees for the formal Trust Board records. These Terms of Reference will be reviewed annually at the start of the academic year.

Signature

Andy Hunter

Date of signature 17th October 2018

ANNEX 1: Trust Committee structure, Terms of Reference and Membership

ANNEX 2: Trust Scheme of Delegation

ANNEX 1

**Terms of Reference****Resource & Audit Committee****1. Constitution**

- a. The SEAX multi academy trust Board of Trustees has resolved to establish a Resource and Audit Committee to advise the Board on matters relating to the Trust's finance and audit arrangement, systems of internal control and to advise and aid the Board's responsibility to ensure sound management of the Trust's finances and resources, including proper planning, monitoring & probity.
- b. The Resource & Audit committee is responsible to the Trust Board
- c. The committee's Terms of reference are adopted by the Board and may only be amended with the approval of the Board.

2. Authority

- a. The committee will report to the Board any decision taken in accordance with the Scheme of Delegation and delegated powers, including academies assets, depreciation and removal of such items from the asset register.
- b. The committee is authorised to investigate any activity within its terms of reference or specifically delegated by the Board. It is authorised to request any information it requires from any Trustee, LAC member, employee, external/internal audit or other assurance provider.
- c. The committee is authorised to obtain outside legal or independent professional advice it considers necessary.

3. Membership & Reporting

- Chair (a Trustee, elected annually by the Committee)
- At least three Trustees
- Executive Principal/CEO
- To attend:
 - Director of Business
 - Director of HR
- The Chair will be elected at the first meeting of the academic year; he/she may not be an employee of the SEAX Trust. The quorum of the Committee will be 3, 2 of which are non-employees. In the absence of the Chair a nominated Trustee will act as Chair for the duration of a Committee meeting.
- Members of the Committee may invite employees of the SEAX Trust to attend Committee meetings to present but they will not have voting rights.
- Other Trustees may attend the meetings.
- The meeting will be clerked by the Director of Governance & Compliance. In the absence of the Director of Governance & Compliance an appointed attendee will take minutes for the duration of the meeting.

- Within 14 days of a meeting the minutes will be produced and circulated for agreement by committee members.
- within 21 days the agreed minutes will be circulated to all Trustees via Sharepoint.

4. Timing

- Meetings will be held at least termly but additional meetings will be held if required. The meeting held at the end of the summer term will ratify the 1 year and 3 year budgets recommended by the individual Academies for the period of September to August, prior to approval by the Board of Trustees.
- The meeting held in November / December will approve the audited year end accounts, financial statements and accounting policies. These will be ratified by the Board and Members prior to submission to the Secretary of State (by 31 December) and filed with Companies House within stated timescales.

5. Finance Functions

Subject to the detailed requirements of the Academies Financial Handbook, Funding Agreement and Financial Regulations of the Trust, the committee will consider and advise the Board on:

1. To lead the development of strategic plans and provide leadership on financial issues.
2. consider the individual Academies' annual indicative funding (as notified by DfE) and assess the implications for SEAX Trust, in consultation with the local Academy Business Managers and Principal/Headteacher, in advance of the academic / financial year. Any matters of significance should be drawn to the attention of the Board.
3. approve the Trust's central budget and the individual Academies' proposed annual budget from the local Academy Business Managers, consider and recommend the acceptance/non acceptance to the Board of Trustees at the start of each academic / financial year. This should include the level and use of contingency funds or balances.
4. receive a financial overview report Individual Academies will submit termly overview report to the Board of Trustees, highlighting any specific concerns as required.
5. Monitor policies relating to finance, staffing HR, buildings, including H&S, capitalisation, depreciation, investment.
6. ensure that the Trust has a robust and effective approach to risk management and ensure that the SEAX Trust risk register is reviewed and updated on a regular basis.
7. annually review and approve the financial regulations, ensuring that all the requirements of the Academies' Financial Handbook are met. Report amendments to the Board, as required.
8. consider and give outline approval (or reject) SEAX Trust purchases greater than £50,000.
9. prepare the financial statement to form part of the Annual report of the Board of Trustees, for filing in accordance with the Companies Act and the Charity commission requirements.
10. Consider Internal Control reports and any necessary action taken.
11. ensure adequate insurance cover is in place to support all SEAX Trust responsibilities such as employers' liability, fidelity, building, Director's indemnity, public liability insurance etc.
12. authorise (or refuse) requests in writing to ESFA for disposal of an asset(s) in line with Financial Procedures.
13. approve write-off of any debts (or liaise with EFA if value of debt is greater than as stated in their guidance).
14. receive an annual review / summary of all Service Contracting arrangements with a value of over £20,000.
15. agree policy of Trustees' expense allowances.
16. review these functions annually and propose any amendments to the Board.

Audit Functions

1. Recommend to the Board the appointment, reappointment, dismissal and remuneration of the of the SEAX Trust auditor
2. Ensure a copy of the auditor's letter of engagement is submitted to DfE with the annual accounts and Management Letter.
3. Respond to the Auditor's Management Letter and inform the Board of any significant issues.
4. Consider internal reports, including the Auditor's report and recommend to the Board action as appropriate to respond to findings.
5. Review the operation of Trusts code of practice for Board members and code of conduct for staff.

Premises Functions

1. Develop a Trust-wide asset management plan
2. Review annually the Trust Health & Safety policy, and local sub-policies ensuring they meet all requirements of relevant legislation.
3. Oversee Health & Safety issues to ensure compliance with SEAX Trust policy. Receive Health & Safety reports and recommend action to the Board as required.
4. Monitor annual Health & Safety audit reports from each Academy and action plans.
5. To actively seek funding for premises development and maintenance.

Human Resources function – including Remuneration / Pay

HR Functions

1. Ensure appropriate budgetary provision exists for any staffing within the Trust.
2. Ensure that all local and national guidelines in respect of safeguarding, recruitment, equal opportunities and safer recruitment are met.
3. Approve job descriptions, conditions of service and remuneration for Trust Central Staff.
4. Recommend for approval by the Board, policies in respect of staffing reductions, including redundancy, early retirement and redeployment in accordance with policies recommended by the DfE;
5. To receive recommendations from LACs in respect of a need to reduce staffing in accordance with the redundancy procedure. Recommend to the main Board the criteria to identify staff for compulsory redundancy where necessary.
6. Hear the final case of any dismissal recommended by the Principal/Headteacher
7. Review the pay policy and performance management policy annually and recommend changes to the Board for approval.
8. Performance Management of Principal/Headteacher will be delegated, in the first instance to the LAC and Executive Principal/CEO. Recommendation on Principal/Headteacher pay will be made by the LAC to the committee for approval.
9. Receive an academy report of teacher pay recommendations from the LAC to monitor progression and performance across the Trust.
10. Monitor Trustee training.
11. Ensure that Trustees involved in recruitment have undertaken the relevant training course and where possible have attended courses relating to personnel matters.
12. Ensure appropriate staff development for central team – to include costs of staff development other than staff costs.
13. Oversee arrangements for in-service training and monitor related spending on it.
14. Ensure that policies are in place (and approved) to cover:
 - Performance and reward
 - Recruitment (including references and police checks);

- Performance appraisal and review;
- Equal opportunities;
- Disciplinary (including absence policies);
- Grievance;
- Staff expenses.



Terms of Reference

Curriculum & Standards

1. Constitution

The SEAX multi academy trust Board of Trustees has resolved to establish a Curriculum & Standards Committee to advise the Board on matters relating to the Trust's curriculum, quality and standards.

The Curriculum & Standards committee is responsible to the Trust Board

The committee's Terms of reference are adopted by the Board and may only be amended with the approval of the Board

2. Authority

The committee will report to the Board any decision taken in accordance with the Scheme of Delegation and delegated powers.

The committee is authorised to investigate any activity within its terms of reference or specifically delegated by the Board. It is authorised to request any information it requires from any Trustee, LAC member, employee, external/internal audit or other assurance provider.

The committee is authorised to obtain outside legal or independent professional advice it considers necessary.

3. Membership & Reporting

Chair (a Trustee, elected annually by the Committee)

At least three Trustees

Executive Principal/CEO

Invitees – Headteacher, members of Leadership Teams

- The Chair will be elected at the first meeting of the academic year; he/she may not be an employee of the SEAX Trust. The quorum of the Committee will be 3, 2 of which are non-employees. In the absence of the Chair a nominated Trustee will act as Chair for the duration of a Committee meeting.
- Members of the Committee may invite employees of the SEAX Trust to attend Committee meetings to present but they will not have voting rights.
- Other Trustees may attend the meetings.
- The meeting will be clerked by the Director of Governance & Compliance. In the absence of the Director of Governance & Compliance an appointed attendee will take minutes for the duration of the meeting.
- Within 14 days of a meeting the minutes will be produced and circulated for agreement by committee members.
- within 21 days the agreed minutes will be circulated to all Trustees via Sharepoint

4. Timing

Meetings will be held at least termly but additional meetings will be held if required.

5. Main Duties

To monitor and advise the Board each term on the following:

- Overall performance of each academy – SEF, Ofsted Reports
- Data on attainment and achievement for all the academies
- Academy improvement plan/post Ofsted action plan and leadership
- Trust improvement and quality of intervention strategies and support
- Safeguarding arrangements
- Promote partnership working and professional collaboration between academies

Safeguarding

1. Ensure all statutory requirements, training, policies and procedures are met in relation to safeguarding.
2. To receive and monitor annual safeguarding audit from each academy. Report to Board any key issues.

Curriculum and Quality

1. Ensure that each academy meets statutory requirements in relation to the curriculum offer and that statutory policies are reviewed and approved by the LAC and/or Board.
2. Ensure that the educational and special needs of the pupils attend the academy are appropriately met.
3. Ensure that the quality of teaching is regularly monitored and reported to LAC and C&S committee.
4. Monitor CPD activity offered by the Trust and receive summary reports of academy CPD.
5. Receive and monitor summary reports of LOOP activity.

Performance and Standards

1. Evaluate the academy performance against the KPI's set by the Trust in relation to quantitative and qualitative benchmarks – achievement, attendance, exclusions etc
2. Hold each academy's leadership to account for the performance, quality of care and provision
3. Receive progress reports on the implementation of the academy Improvement Plan/post Ofsted plan (Headteacher Report)
4. Monitor the academy SEF (Headteacher Report)
5. Evaluate the effective use of PPG, PE & Sports fund, Yr 7 Catch Up fund in relation to pupil outcomes.
6. Ensure that each academy fulfils its legal requirement to publish information about their performance and curriculum on the website.
7. To review outcomes of any reports and evaluations received, identify significant changes in performance, emerging trends and risks in relation to the future performance of each academy.

To review or investigate any other matters referred to the committee by the Board.

Draw any significant recommendations and matters of concern to the attention of the Board.



Terms of Reference

Interim Executive Committee

1.0 Duties of Interim Executive Committee (IEC)

- 1.1 The IEC will fulfil delegated functions and will conduct the academy in a way that ensures improvement and promotes high standards of educational achievement and promotes the academy's character and ethos.
- 1.2 The appointment of IEC members will be approved by the Trust Board and will consist of the SEAX Central team and a Chair appointed from the Trust Board.
- 1.3 The main functions of the IEC will be:
To secure the governance of the academy, developing a sound basis for rapid improvement, leadership and management and pupil progress.
- 1.4 The IEC will be quorate when 3 members are present (to include virtual attendance by phone or video conference Skype).
- 1.5 The duties of the IEC can be summarised under three key roles:
 - a) **Ensuring clarity of vision, ethos and strategic direction:**
 - Setting targets for academy improvement
 - Monitoring the post Ofsted Action plan
 - Overseeing the conduct of leadership & management including performance management
 - Setting the curriculum offered with the LAC members
 - Setting staffing structures and arrangements
 - Agreeing policies and plans drafted by the Headteacher and setting an appropriate policy framework within which the academy must operate
 - Appointing staff and senior managers including any internal re-structuring.
 - b) **Hold the Headteacher and Leadership Team (LT) to account and be accountable to any interested party for the academy's performance by:**
 - Receiving regular information from the Headteacher and LT on the performance of all aspects of the academy
 - Monitoring the quality of provision and standards of achievement with the LAC members
 - Monitoring and evaluating performance against the post Ofsted Action Plan and Improvement Plan
 - Monitoring academy self-evaluation and satisfying itself to the accuracy of the SEF using ECC School Effectiveness partner
 - Ensuring the academy complies with statutory requirements
 - Providing challenge and support to the Headteacher and senior leaders
 - Conducting the performance management of the Headteacher with an external consultant
 - Receiving appeals on issues relating to staff grievance, capability, complaints and with the LAC members exclusions.

c) *Overseeing the financial performance of the academy and ensuring its money is well spent*

- Overseeing the management of the academy budget, monitoring the effectiveness of spending
- Agreeing pay and performance management arrangements
- Ensuring the budget is appropriately spent for the good of all learners and to best secure the academy's future
- Ensuring the budget is targeted to development priorities in line with the post Ofsted Action plan and improvement plan
- Ensure that sound financial management systems are in place in line with the Trust Financial Regulations.

In addition, it will fulfil its accountabilities with the LAC members, to learners, parents, staff and the community by:

- Ensuring the website is informative, regularly updated and meeting statutory requirements
- Receiving appeals on issues relating to staff grievance, capability, complaints and pupil exclusions
- Determining how the academy's relationship with parent/carers will be managed including what will be communicated, in what medium and how frequently.

2.0 The Role of the Headteacher

- 2.1 The Headteacher will be responsible for the internal organisation, leadership & management and control of the academy, and for advising on the implementation of the strategic plans for improvement.
- 2.2 The Headteacher will provide the IEC and LAC members with regular information on the performance of all aspects of the academy and must comply with any reasonable request from the IEC for information. The IEC may request any member of the LT to attend meetings to provide information on the performance of any aspect of the academy for which they are responsible.
- 2.3 The Trust Scheme of Delegation sets out the responsibilities of the Headteacher.

3.0 The role of the CEO/IEC Chair

- To organise the business of the IEC and set agendas for meetings in consultation with the Headteacher
- To meet with the Headteacher regularly to monitor progress and to identify issues which may need to be addressed by the IEC or Board of Trustees
- To Chair the IEC meetings ensuring that actions are agreed with clear responsibilities and timescales and that actions are carried out
- To take urgent action on behalf of the IEC as required and to report back to the next meeting on any action taken
- To report to the Board of Trustees and relevant committees

4.0 The Constitution and Conduct of the IEC

- The Board of Trustees has delegated to the IEC, the Chair and the LAC responsibility for the governance and management of the academy. The Board of Trustees will expect that the IEC and the LAC conduct business in an open and transparent way and will act in accordance with the principles and standards in public life as determined by the Nolan Committee
- The IEC will work closely with the LAC members positively supporting their development, involvement in the life of the academy and monitoring activities.

- This process will be reviewed termly to ensure progress and strengthening of the LAC for the future
- The decision making processes of the IEC will be open and transparent and in partnership in the best interests of the academy and its progress towards addressing the key issues for the academy
- Individual members of the IEC must respect confidentiality, where confidential matters are being discussed it will be for the IEC to determine who may attend & which parts of minutes should remain confidential
- It is planned for the IEC to meet on a monthly basis during term time to ensure the pace of improvement is maintained
- IEC members will commit to attending all meetings, unless unavoidable prior commitments or urgent personal circumstances
- Any member of the Board of Trustees or LAC may attend meetings of the IEC as an observer.

The focus of the Board of Trustees, the LAC and the IEC is to move the academy from Requires Improvement to Good as rapidly as possible. The role of the LAC and will IEC be central to this; the Post Ofsted Action Plan will ensure development of skills and expertise to address the following points:

- **Ensuring that leaders, including governors and the trust, have a precise picture of the school so that their actions and evaluations are accurate and well informed**
- **Governor holding leaders to account more rigorously about the progress pupils are making from their individual starting points.**



MEMORANDUM OF UNDERSTANDING

HEADTEACHER GROUP

Membership

Executive Principal/CEO
All Headteachers SEAX academies
Grove House School
Kingswode Hoe School
Langham Oaks School
Thriftwood School & College

Purpose of the group

- Work collaboratively to improve outcomes for children and young people within the Trust academies.
- Drive Trust and Academy Improvement resulting in all academies being judged at least “Good”.
- Provide a programme of high quality professional development ensuring continued success and achievement of pupils and staff.
- Provide dedicated headship time, mutual professional and emotional support.
- To celebrate the achievements of each academy and the Trust and actively contribute to the development of future provision.
- To support the work of the Trustees.

Meetings

Every 3 – 4 weeks. Venue rotated.

Executive Principal/CEO responsibilities

To operate as critical friend – provide challenge and support

Formulate the Trust strategic Development Plan with the Board of Trustees in the context of local and national developments, setting clear, demanding and measurable targets for the academies.

To lead the implementation of the strategic Development Plan through:

- Working closely with the Headteachers and Leadership teams of each academy to ensure the maintenance of standards in each provision
- Monitoring of individual Academy Development Plans, SEFs and Ofsted status.
- Provision of support and challenge to ensure that the vision, aims and strategic plans of the Trust are achieved
- Promotion of cross Trust academy liaison and joint activities
- Working with external partners to foster relationships and secure the role of the Trust in key areas

To provide the Board with relevant reports on the above matters to ensure the Trust’s capacity to achieve its vision, aims and Strategic Development plan is regularly appraised and monitored.

To be responsible for the annual Performance Management of the member academy Headteachers with the LAC Chair/and or nominated governor of each academy.

Headteacher Responsibilities

- Commit to attend meetings, share good practice and bring experience and knowledge to the group.
- To work innovatively to ensure the best possible outcomes for all pupils through a collaborative learning partnership which may include Peer to Peer monitoring and review process to drive school improvement.
- Contribute to the development and implementation of Trust wide policies.
- Contribute to the development of robust and effective monitoring and performance arrangements and be open to scrutiny and challenge.
- Arrange to share partnership events which may include common INSET day training.