



QUANTOCK

EDUCATION TRUST

Board of Trustees

Standing Orders

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1. Role of Members

- 1.1. Members shall subscribe to the trust's Articles of Association.
- 1.2. Members will have an overview of the governance arrangements of the trust and have the power to appoint trustees and remove these trustees. Members, by special resolution, will also be able to amend the Articles of Association to support stronger governance arrangements.
- 1.3. Members will appoint/remove additional members as they think fit. Any member may resign provided that after such resignation the number of members is not less than three.
- 1.4. Members will appoint the trust's auditors and receive the trust's annual audited accounts.
- 1.5. Members have the power to change the name of the academy trust and ultimately, wind up the academy trust.
- 1.6. Every person nominated to be a member of the trust shall either sign a written consent to become a member or sign the register of members on becoming a member.

2. Role of Trustees

- 2.1. Trustees will be responsible under the Articles of Association for controlling the management and administration of the trust. They will have responsibility for directing its affairs, and for ensuring that is solvent, well-run and delivering the trust's charitable outcomes for the benefit of the public.
- 2.2. Trustees shall ensure clarity of vision, ethos and strategic direction of the trust.
- 2.3. Trustees shall hold executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- 2.4. Trustees shall oversee the financial performance of the trust and making sure its money is well spent.
- 2.5. *Where deemed appropriate*, Trustees shall appoint designated trustees to LINK roles such as Pupil Premium, Safeguarding, Special Educational Needs, Health & Safety, etc. and will review these on annual basis.
- 2.6. Trustees shall ensure that the Accounting Officer (Chief Executive Officer) and the Chief Financial Officer implement the board's decisions and manage the trust's affairs within the budgets and framework set by the board.

3. Role of Local Governors

- 3.1. Local Governors will be individuals who sit on the Local Governing Committees (LGCs) at constituent schools and are not trustees of the overall trust, but have duties delegated to them by the trustees through a Scheme of Delegation (SoD) and a detailed Terms of Reference document (appendix 1).

4. Membership of the Trust

- 4.1. The trust will have at least three members, although the department's strong preference wherever possible is for trusts to have at least five members in order to provide for a more diverse range of perspectives to enable robust decision making and reduces the risks of concentrating power and ensures members can take decisions via special resolution without requiring unanimity.
- 4.2. An employee of the trust cannot be a member of the trust.
- 4.3. The number of trustees shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.
- 4.4. The trust may also appoint any co-opted trustees under the Article 58.
- 4.5. The trust will have to include at least two parent trustees either at the board of trustees level or at each individual LGC.
- 4.6. No more than one third of the board of trustees will be employees of the trust.
- 4.7. The Chief Executive Officer (CEO), if he/she agrees so to act, will be appointed a trustee by the members (Article 57).
- 4.8. The board of trustees will endeavour to ensure that there is an appropriate balance of skills, experience, gender, ethnicity and disability amongst the trustees.
- 4.9. Register of members, trustees and local governors shall be maintained as appropriate.

5. Term of Office

- 5.1. The term of office for any trustee shall be four years, save that this limit shall not apply to the CEO. Subject to remaining eligible to be a particular type of trustee, any trustee may be re-appointed or re-elected as appropriate.
- 5.2. All re-appointments will be made based on merit, subject to the need to achieve diversity and balance of relevant skills. Succession planning will be implemented to seek potential trustees to bring the skills required on the board of trustees and address the requirement for re-appointment beyond two terms in office.
- 5.3. The CEO shall cease to be a trustee if he/she ceases to be employed by the trust and thereupon the office shall become vacant.

6. Chair and Vice-Chair of the Trustees

- 6.1. At the first meeting in each school year the board of trustees will elect from among its number a Chair and vice-Chair, whose term of office will be one year. A trustee who is employed by the trust shall not be eligible for election as Chair or vice-Chair.
- 6.2. The board of trustees will decide in advance of the election the process of election for either or both positions.

Trustees will be able to submit written nominations prior to the full board meeting and verbal nominations at the meeting. A trustee can nominate him/herself for office and does not need to be present at the meeting to be considered.

Nominees(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 a secret ballot. Please note that when a secret ballot is undertaken, the governance professional will tally the votes.

If there is a tie each candidate will be given the opportunity to speak to the trustees about their nomination and a further vote would be taken.

If there is still a tie, trustees should discuss the strengths of the nominees further, and another vote will be taken. This process will repeat until a nominee polls a majority of the votes or, the decision will be based on the toss of a coin.

- 6.3. If nobody has indicated willingness to stand for the office of Chair, the meeting will be adjourned until a Chair can be elected.
- 6.4. The governance professional will take the chair when the Chair is being elected. Otherwise, the Chair will conduct all meetings of the board of trustees except that in his/her absence, the vice-Chair will take the chair.
- 6.5. If both the Chair and vice-Chair are absent from a meeting, the board of trustees will elect a Chair for the meeting. The trustee elected shall not be a person who is employed by the trust.
- 6.6. If the Chair resigns, or has to relinquish the office for any reason, the vice-Chair will act as chair until a successor is appointed at the next meeting of the board of trustees. The election of a Chair will be a specific item of business on the agenda for that meeting.
- 6.7. If the vice-Chair resigns, or has to relinquish the office for any reason, a successor will be appointed at the next meeting of the board of trustees.
- 6.8. If both the Chair and vice-Chair resign, or have to relinquish their offices for any reason, the board of trustees will elect their successor(s) at their next meeting.
- 6.9. The Chair can be removed from office in accordance with Article 91 and 92. A motion to remove the Chair or vice-Chair must be an agenda item for a board of trustees meeting and must be confirmed by resolution at the follow up meeting held not less than 14 days after the first meeting. The trustee proposing the removal must state his/her reasons for doing so at the meeting. The Chair or vice-Chair must be given the opportunity to make a statement in response.

7. Calendar of Meetings

- 7.1. The board of trustees will meet at least three times in each school year, preferably termly.
- 7.2. Committees and LGCs will meet at a frequency determined by the board of trustees.

- 7.3. The board of trustees will plan its meeting dates, including those of any committee and LGCs, on an annual basis at the last meeting preceding the summer term.
- 7.4. The trust shall hold a members' Annual General Meeting every year in addition to any other meetings in that year (Article 19).
- 7.5. Any trustee or any member of the trust may call a general meeting.

8. Timing and Duration of Meetings

- 8.1. Meetings will start at times that are acceptable to the board of trustees and will be limited to 2 hours duration, except in exceptional circumstances.
- 8.2. Where the business has not been completed within the agreed time, those trustees present may resolve to continue the meeting in order to deal with the business notified on the agenda or to make arrangements for a further meeting to complete the business.
- 8.3. A meeting may be discontinued at any time if the board of trustees so resolves.

9. Quorum

- 9.1. General meeting (those of members of the trust) shall be quorate if two members are present either in person or by proxy in accordance with Article 23. If a quorum is not present within half an hour from the time appointed for the meeting, or if during a meeting a quorum ceases to be present, the meeting shall stand adjourned to such time and place as the trustees may determine.
- 9.2. The quorum for all business of the board of trustees is three trustees or one third (rounded up to a whole number) of the total number of trustees holding office on the date of the meeting, whichever is the greater.

For the purpose of removal of a trustee in accordance with Article 66 or any vote on the removal of the Chair in accordance with Article 90, quorum shall be two-thirds (rounded up to a whole number) of the persons who are at the time trustees entitled to vote on those matters.

- 9.3. If a meeting is inquorate or discontinued for any reason, any items remaining on the agenda will be placed on the agenda of a subsequent meeting.
- 9.4. The quorum for each committee and LGC shall be determined by the board of trustees and included in the terms of reference for the committee or the LGC.
- 9.5. The rules for quorum will apply not only at the start of a meeting, but also at any point during the meeting when the numbers present change as a result of trustees arriving late, leaving early or declaring an interest. The governance professional shall keep a note of attendance, including any changes which take place during the meeting. If a meeting becomes inquorate the governance professional shall immediately inform the Chair.
- 9.6. A meeting will be discontinued if it becomes inquorate.

10. Withdrawal from meetings

- 10.1. Trustees will be required to withdraw from a meeting under circumstances set out in Article 97 and 98.
- 10.2. If there is a dispute about a person attending a board of trustees meeting being required to withdraw, the matter of withdrawal shall be determined by the board of trustees.

11. Governance Professional to the Trustees

- 11.1. The board of trustees shall appoint a governance professional to the trustees for such term, at such remuneration and upon such conditions as they may think fit. The governance professional shall not be a trustee or the CEO.
- 11.2. Should the governance professional not attend a meeting at short notice, then a trustee, but not the CEO, can act as governance professional for that meeting.
- 11.3. All the meetings will be convened by the governance professional, in accordance with arrangements made by the board of trustees, but subject to:
 - any direction from the Chair where the matter is urgent
 - any requisition signed by three trustees
- 11.4. The governance professional can be removed as governance professional to the trustees by a resolution of the board of trustees.
- 11.5. The governance professional may be appointed the company secretary of the trust.

12. Notice of Meetings

- 12.1. Notice of and proceedings (including voting) at general meetings will be in accordance with the Articles of Association.
- 12.2. Written notice of meetings will be sent to arrive fourteen clear days before the meeting, except where the Chair calls an urgent meeting at short notice.
- 12.3. Non-receipt of notice of a meeting will not invalidate the meeting.
- 12.4. Copy of the agenda for every meeting, the draft minutes of every such meeting, (if they have been approved) the signed minutes and any report, document or other paper considered will be made available at the school, at all reasonable times, for inspection by anyone wishing to see them (Article 124).
- 12.5. Any trustee shall be able to participate in meetings of the trustees by telephone or videoconference as per Article 126.
(Providing at least 48 hours notice of their intention is given and that trustees have access to appropriate equipment)

13. Agenda

- 13.1. The agenda and papers which inform agenda items for meetings will be given at least seven clear days before the meeting.

- 13.2. The notice shall specify the time and place of the meeting and the general nature of the business to be transacted.
- 13.3. The agenda for the board of trustees meeting will be prepared by the governance professional in accordance with any determination of the board of trustees and in consultation with the Chair and the CEO.
- 13.4. Any trustee may place an item on the agenda by writing to the governance professional.

14. Late Items/Any Other Business

- 14.1. The agenda for board of trustees meetings will normally include provisions for late items/any other business and an opportunity will be provided for items for inclusion to be identified at the beginning of the meeting.

15. Suspension of Trustees

- 15.1. The board of trustees may by resolution suspend a trustee for all or any meetings of the board of trustees, or of a committee, for a fixed period of up to six months as per Article 67A - 67E.

16. Trustee Expenses

- 16.1. The board of trustee will prepare a policy on the payment of expenses of trustees in accordance with Article 6.5.

17. Attendance

- 17.1. Members, trustees and local governors are appointed to serve on trust in the expectation that they will make time in their schedule to attend and fully participate in the work of the trust. Trustees and local governors are expected to usually attend in each academic year at least 80% of the total number of board and LGCs meetings and meetings of those committees of which they are members.
- 17.2. A record will be kept of all persons attending a meeting of the board of trustees, any of its committees and LGCs.
- 17.3. The time of arrival and/or departure of any trustee and local governor not in attendance throughout any meeting will be recorded in the minutes.
- 17.4. Where a trustee sends an apology for absence with reason, the board of trustees will decide whether to 'consent' to the absence and the governance professional will record the decision in the minutes. If apologies are not submitted, they will deem to have not been accepted. (A copy of the approved draft minutes will be sent as soon as possible to the trustee concerned.)
- 17.5. If a trustee is absent without the permission of the board of trustees from all their meetings held within a period of six months he would cease to hold his office.

18. Minutes of Meetings

- 18.1. The minutes of meetings will be drawn up on consecutively numbered pages.
- 18.2. Any dissenting views will be recorded in the minutes of the meeting if that is the wish of one or more trustees present.
- 18.3. Action will be taken on the basis of decisions and need not await the approval of the minutes of the next meeting.
- 18.4. Within ten school working days of the meeting the governance professional will send the draft minutes to the Chair for checking, with copies to the CEO for information.
- 18.5. Copies of the approved draft minutes will be sent to all members of the board of trustees as soon as cleared by the Chair.
- 18.6. The minutes of each meeting will be considered for approval or amended at the next meeting and, once approved by the board of trustees as a true record, will be signed and dated by the Chair.
- 18.7. Those matters, which the board of trustees determines shall remain confidential, will be minuted separately and such minutes will not be made publicly available.
- 18.8. Approved draft minutes, and subsequently the approved minutes, will be made available at the school, at all reasonable times, for inspection by anyone wishing to see them.

19. Confidentiality of Proceedings

- 19.1. Details of any dispute, discussion or disagreement should remain confidential to those present at the meeting.

20. Correspondence

- 20.1. All incoming correspondence, excluding any concerning a complaint, is for the attention of the whole board of trustees. Significant items will be presented to each meeting of the board of trustees, including any upon which the Chair has already taken urgent action, so that the need for, and the nature of, any action may be decided or confirmed.
- 20.2. The board of trustees will determine by resolution who should write letters on behalf of the board of trustees.
- 20.3. All correspondence should be addressed to the governance professional or the Chair.

21. Information and Advice

- 21.1. The CEO has a statutory duty to keep the board of trustees fully informed, and will present a written report to each termly meeting of the board of trustees.
- 21.2. Where important information required by the board of trustees is given orally, it will be recorded in the minutes in appropriate detail.
- 21.3. Where information required by the board of trustees is not readily available, reasonable time will be given for its production.

- 21.4. Where expertise is needed but not available within the board of trustees, the board of trustees may consider appointing an appropriate non-trustee to attend meetings.
- 21.5. All trustees should have a working knowledge of the Governance Handbook (January 2017 or later) and the Academy Trust Handbook (2021 or later).

22. Discussion and Debate

- 22.1. The Chair will ensure that meetings are run effectively, focusing on priorities and making the best use of time available and ensuring that all trustees enjoy equality of opportunity to express their views.
- 22.2. The board of trustees will receive, and may debate at the discretion of the Chair, decisions on matters that it has delegated to a committee or individual. Decisions will be recorded in the minutes.
- 22.3. Recommendations received from LGCs will be recorded in the minutes, together with any related board of trustees resolution.

23. Decision Making

- 23.1. Members of the board of trustees recognise that all decisions must be made by the board of trustees unless an individual, a committee or a LGC has been delegated to deal with a specific issue.
- 23.2. All matters are decided by a majority of the votes of the trustees present and every trustee has one vote. This includes any trustees participating by video or telephone link. In the event of a tie, the Chair has a casting or second vote.
- 23.3. Voting in the election of the Chair or vice-Chair where there is a contest will be held by secret ballot. Otherwise voting will ordinarily be by show of hands, unless one or more trustees request a secret ballot. There is no second or casting vote in the election of Chair.
- 23.4. Decisions of the board of trustees are binding upon all its members.
- 23.5. Decisions of the board of trustees may only be amended or rescinded at a subsequent meeting of the board of trustees when the proposal to amend or rescind appears as a specific agenda item.

24. Urgent Action

- 24.1. The board of trustees authorises the Chair or in his absence the vice-Chair to act on behalf of the board:
 - in routine matters falling within the scope of existing board resolutions and policies
 - in urgent matters where the delay in calling a meeting would be detrimental to the efficient discharge of the board's business, the interest of the trust and the schools within the trust, a pupil, his/her parents, or a member of staff
- 24.2. If the Chair takes any urgent action between meetings, the facts will be reported to the next meeting of the board of trustees.

25. Public Statements

- 25.1. Public statements on behalf of the board of trustees will be made only by the Chair or the CEO.

26. Access to Meetings of the Board of Trustees

- 26.1. Apart from trustees, the only people entitled to attend a meeting of the board of trustees are the members, the CEO, the governance professional and where appropriate non-trustees.
- 26.2. Non-trustees may be required to leave a meeting where matters of a confidential nature relating to individual staff or pupil are discussed.
- 26.3. The board of trustees will decide who, other than those entitled to attend, may be admitted to a meeting and which of its meetings, if any, will be open to parents/the public.
- 26.4. If the meeting is to be opened to parents/the public reasonable notice will be given.
- 26.5. The CEO may invite officers (head(s) of school, school business manager, head of department etc.) of the trust to attend meetings on an occasional or regular basis. All officers are there in an advisory role and have no voting rights.
- 26.6. The board of trustees can require any non-trustees present at a meeting to leave at any time.

27. Pecuniary and Personal Interest

- 27.1. Notwithstanding that all members, trustees and local governors will have completed an annual review of business interests, there will be a standing item on each agenda inviting any fresh declarations to be made.
- 27.2. The register of business interest will be created and reviewed at least on an annual basis. This is the responsibility of the governance professional . This should be available at the school for inspection and published on the school website.
- 27.3. Anyone who is ordinarily entitled to attend board of trustees or committee meetings (that is trustee, members of committees, non-trustees or CEO) must withdraw and not vote on the issue if:
- there could be conflict between the interest of that person and the interests of the board of trustees or
 - where a fair hearing must be given and there is reasonable doubt about the individual's ability to act impartially on any matter

28. Complaints and Staff Discipline

- 28.1. The board of trustee will establish procedures for dealing with general and curriculum complaints.

- 28.2. The board of trustees will establish procedures for dealing with staff discipline matters and staff grievances.
- 28.3. The board of trustees has its own complaints policy, which is available on request.

29. Delegation of Functions

- 29.1. The board of trustees stresses that no action may be taken by an individual trustee unless authority to do so has been delegated formally by resolution of the board.
- 29.2. In order to ensure the most efficient use of time and resources the board of trustees will:
- delegate work to committees and LGCs with the power to make decisions on behalf of the board
 - delegate work to individual members of the board of trustees and/or the CEO
- 29.3. The arrangements for delegating functions will be reviewed annually by the board of trustees.
- 29.4. In delegating functions to individuals, the board of trustees will have regard to Article 105,105A 106 and 107.

30. Committees and Local Governing Committees

- 30.1. Subject to provisions in the Articles of Association the trustees:
- will appoint separate committees to be known as LGCs for each school (and the same LGC may be appointed for more than one school)
 - will establish any other committee
- 30.2. Committees and LGCs, if any, will have delegated authority to make decisions on behalf of the board of trustees strictly in accordance with the terms of delegation.
- 30.3. When establishing committees and LGCs the board of trustees will ensure compliance with the Articles and will:
- determine the membership (including non-governors where permitted and appropriate)
 - allow the committee and LGC to elect its Chair
 - establish and record terms of reference
 - review the terms of reference annually
 - allow the committees and LGCs to determine their own timetables within given limits
 - determine arrangements for reporting back
 - review the need for, and the membership of, committees and LGCs annually
- 30.4. All committees, LGCs and individuals with delegated powers will report in writing to the next meeting of the board of trustees about any decisions made or action taken.
- 30.5. All committees and LGCs with delegated powers will keep formal minutes, and copies will be presented to the next meeting of the board of trustees.

- 30.6. All meetings of committees and LGCs will be governance professional ed by a person who is not the CEO or Head of School in case of LGC.

31. Safeguarding Pupils

- 31.1. Each school shall comply with the requirements of the Education (Independent School Standards) (England) Regulations 2014 as amended (or such other regulations as may for the time being be applicable) in relation to carrying out enhanced criminal records checks, obtaining enhanced criminal records certificates and making any further checks, as required and appropriate for individual trustees, the chair of the trustees and local governors.

32. Code of Conduct

- 32.1. Every trustee will be requested to sign the Code of Conduct declaration at the first appointment and each subsequent year of appointment at the (autumn) term meeting.

33. Disqualification of trustees

- 33.1. Articles 68 - 80 cover the conditions under which a trustee is disqualified. These include disqualification if a trustee is absent without permission from all meetings held within six-month period and trustees resolve that the office be vacated.
- 33.2. Each trustee will have to sign a self-declaration form on appointment and re-appointment as a trustee.

34. Annual Report and Annual Return

- 34.1. The trustees shall prepare:
- an annual report to be submitted to the Secretary of State and the Principal Regulator by 31 December each school financial year
 - an annual return to the Registrar of Companies by 31 December each school financial year



QUANTOCK

EDUCATION TRUST

Board of Trustees

Committees – Terms of Reference

1. Introduction

As defined by the Quantock Education Trust Articles of Association:

The Board of Trustees may appoint committees with delegated responsibilities.

The terms of reference, constitution, and membership of each committee is determined by the trustees and must be reviewed at least annually.

The membership of any committee may include individuals who are not trustees, provided that a majority of members are trustees – in such circumstances, no vote on any matter may be taken at a committee meeting unless the majority of the individuals present are trustees.

This document identifies the terms of reference, constitution, and membership of standing committees appointed by the Board of Trustees.

The Board of Trustees may additionally appoint occasional committees on an as-needed basis.

This document does not include any consideration of the Local Governance Committees for each school that are also appointed by the Board of Trustees – see separate document ‘Local Governance Committees Terms of Reference’.

2. FO&A (Finance, Operations, and Audit) Committee

Quantock Education Trust FO&A (Finance, Operations, and Audit) Committee

Purpose:

- Exercise the powers and duties of the Board of Trustees in respect of the financial administration of the trust, except for those items specifically reserved for the Board of Trustees and those delegated to the staff leadership team
- Direct the trust's programme of internal scrutiny
- Ensure that risks are being addressed appropriately through internal scrutiny
- Report to the board on the adequacy of your trust's internal control framework (this includes financial and non-financial controls and management of risks)
- To support the Board of Trustees in ensuring that a framework is established and maintained for optimising the employment of all the resources available to The Trust to enable it to meet its business and financial objectives
- To develop strategies for information technology (IT), procurement, value for money, facilities management, and sustainability (both financial and environmental)
- To support the Board of Trustees in providing an added level of scrutiny in the monitoring of financial performance across the Trust and the performance of other central and support services.
- To consider and advise the Board on proposals for material or significant events including expansion of the Trust.
- To keep the Board of Trustees regularly informed of the committee's activities and key decisions.

Membership:

- Mandatory: At least 3 trustees
- Optional: Additional non-trustees numbering in total less than the number of trustees
- A (trustee) chair will be elected by committee members at the start of each academic year
- A governance professional will be appointed

Quorum:

- At least 3 members of the committee
- No vote on any matter may be taken unless the majority of the individuals present are trustees
- If not quorate, the meeting may proceed but no decisions can be ratified; any decisions need to be carried-forward to a subsequent meeting

Meetings:

- The committee will meet at least 3 times a year
- Committee meeting minutes will be shared with the Board of Trustees and made available to Local Governance Committees across the trust (with the exception of any confidential minutes, which will only be shared on an as-needed basis)
- If the chair of committee is not available for any meeting, a delegate/volunteer will provide cover

Policies and compliance:

- The committee will review and ratify policies as identified in the Quantock Education Trust Scheme of Delegation

Monitoring:

- Co-ordinate the Board of Trustees' financial responsibilities by recommending policy and strategy to the board, interpreting it for staff, and monitoring its implementation
- Oversee and agree the annual budget proposed by each Local Governing Committee including levels of staffing
- Assist the Board of Trustees in exercising its fiduciary duties, provide an overview of the trust's financial audit, and ensure proper checks and balances are in place
- Oversee the good management of the trust's physical estate and assets
- Agree an annual programme of work to deliver internal scrutiny
- Review the ratings and responses on the risk register to inform the programme of work, making sure checks are adjusted as appropriate each year
- Agree who will perform the work
- Consider:
 - Reports at each meeting from those carrying out the work
 - Progress in addressing recommendations
 - Outputs from other assurance activities by third parties, including Education and Skills Funding Agency (ESFA) financial management and governance reviews, funding audits and investigations
- Have access to, and consider the quality of, the external auditor and those carrying out internal scrutiny

Approved by the Board of Trustees:
September 2021

Adopted by the committee:
[date]

Next review date:
September 2022

3. P&P (People and Performance) Committee

Quantock Education Trust P&P (People and Performance) Committee

Purpose:

- Monitor, evaluate, and review performance of schools
- Ensure the well-being of staff and students.
- To review and evaluate teaching and learning; pupils' standards and progress; and teachers' CPD.
- To keep under review the curriculum for the academies and to make recommendations to the Trustees where necessary to ensure that the requirements of the National Curriculum and relevant legislation are met.
- To keep under review the academies' self-evaluation process, and detail of the completed self-evaluation form (SEF).
- To consider and make recommendations to the Trust on the adoption of policies on specific subjects or aspects of the curriculum.
- To determine such targets as an academy is required to set (where the Trust has chosen to delegate this responsibility).
- To receive reports on the monitoring of the performance of pupils and to submit reports and recommendations to the Trust as necessary.
- To carry out the Trust's responsibilities for the provision of assessment and other curriculum-related statistics and information.
- To ensure that each academy's curriculum is compatible with the principles of equal opportunity.
- Promote partnership working between parents/carers and the academies to promote high standards of attendance, behaviour and learning
- To deal with any other curriculum matters as may be referred by the Trust

Membership:

- Mandatory: At least 3 trustees
- Optional: Additional non-trustees numbering in total less than the number of trustees
- A (trustee) chair will be elected by committee members at the start of each academic year
- A governance professional will be appointed

Quorum:

- At least 3 members of the committee
- No vote on any matter may be taken unless the majority of the individuals present are trustees
- If not quorate, the meeting may proceed but no decisions can be ratified; any decisions need to be carried-forward to a subsequent meeting

Meetings:

- The committee will meet at least 3 times a year
- Committee meeting minutes will be shared with the Board of Trustees and made available to Local Governance Committees across the trust (with the exception of any confidential minutes, which will only be shared on an as-needed basis)
- If the chair of committee is not available for any meeting, a delegate/volunteer will provide cover

Policies and compliance:

- The committee will review and ratify policies as identified in the Quantock Education Trust Scheme of Delegation

Monitoring:

- Focus on learning outcomes and progress
- Promote the development of classroom practice and inter-school collaboration / support
- Focus on the well-being and advancement of students including safeguarding, behaviour, and attendance
- Promote the well-being and advancement of staff

Approved by the Board of Trustees:
September 2021

Adopted by the committee:
[date]

Next review date:
September 2022

4. P&R (Pay and Recruitment) Committee

Quantock Education Trust P&R (Pay and Recruitment) Committee

Purpose:

- Pay and performance relating to the staff across all schools
- To oversee and support the recruitment of senior Trust staff, Trustees and where required, local governors
- To appoint a Chair of the committee at the autumn term meeting each year.
- To achieve the aims of the Trust-wide pay policy in a fair and equal manner
- To ensure a consistent approach to appraisal and benchmarking of proposed pay awards has taken place.
- To observe all statutory and contractual obligations for both teachers and support staff.

Membership:

- Mandatory: At least 3 trustees
- Optional: Additional non-trustees numbering in total less than the number of trustees
- A (trustee) chair will be elected by committee members at the start of each academic year
- A governance professional will be appointed

Quorum:

- At least 3 members of the committee
- No vote on any matter may be taken unless the majority of the individuals present are trustees
- If not quorate, the meeting may proceed but no decisions can be ratified; any decisions need to be carried-forward to a subsequent meeting

Meetings:

- The committee will meet at least 3 times a year
- Committee meeting minutes will be shared with the Board of Trustees and made available to Local Governance Committees across the trust (with the exception of any confidential minutes, which will only be shared on an as-needed basis)
- If the chair of committee is not available for any meeting, a delegate/volunteer will provide cover

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| Policies and compliance: <ul style="list-style-type: none"> The committee will review and ratify policies as identified in the Quantock Education Trust Scheme of Delegation | |
| Monitoring: <ul style="list-style-type: none"> Oversee pay and performance for all staff including the executive leadership Appraisal and pay policies Oversees the recruitment of Trustees, for recommendation to the Members Engages in the recruitment of members of the Senior Leadership Team Supports LGCs in the recruitment of governors | |
| Approved by the Board of Trustees: September 2021 | |
| Adopted by the committee: [date] | Next review date: September 2022 |



QUANTOCK

EDUCATION TRUST

Local Governance Committees Terms of Reference

1. Introduction

- 1.1. The vision of the Quantock Education Trust (QET) is:

To deliver an exceptional education with the aim of increasing the life opportunities for all learners in our trust community, regardless of their ability or background.

- 1.2. Local Governance Committees (LGCs) are committees of the Board of Trustees and it is the Trustees who delegate governance functions to the LGCs. The details of which functions have been delegated, are detailed in the Scheme of Delegation. Levels of delegation may vary for each school depending upon circumstances relating to capacity and performance. The QET Articles of Association represents the defining/over-riding document in terms of LGC composition and operation.
- 1.3. The role of the Local Governance Committee (LGC) is to provide support and challenge at a local level, being a local voice, a link with the local communities and churches and be advocates for all the Trust's schools. They support and challenge the school's ethos and curriculum provision, pupil outcomes and achievement, enriching community cohesion and communication within each school, having first-hand experience of the individual community needs. Engagement with parents is prioritised in ensuring that this partnership is a strong factor in supporting the process of learning, the raising of additional funds and the development of character.

For church schools:

- 1.4. To maintain close relationships between the individual schools, the Diocese of Bath and Wells and our educational community, ensuring that the local church plays an active role within the school and that the local curriculum represents the values and ethos of the church.

2. Overall Purpose

- 2.1. To understand and deliver the functions delegated to the LGC by the Trustees.
- 2.2. To ensure that all pupils within the Quantock Education Trust have access to a high-quality education provision in line with the shared mission and vision.
- 2.3. To monitor the implementation of each school's School Development Plan (SDP), ensuring that it is delivering against agreed strategic and local objectives.
- 2.4. To drive forward attainment and progress in the school and provide appropriate challenge to the leadership of each school.
- 2.5. To ensure that the academic and wellbeing (personal and spiritual) needs of all pupils across the Trust are being met effectively, through the design and delivery of a broad and balanced curriculum which, through use of personalised, developmental support helps to maximise each pupil's success and enjoyment.
- 2.6. To ensure that all pupils are safeguarded, in accordance with Trust policy.

- 2.7. To ensure that the wellbeing needs of staff are met.
- 2.8. To preserve the Trust's core values.
- 2.9. To maintain an up-to-date knowledge and understanding of the Ofsted Framework for Inspection.
- 2.10. To have oversight of locally devolved individual school budget management, ensuring efficient spending within the requirements of the Scheme of Delegation.
- 2.11. To provide the Trustees with regular feedback relating to Trust policy and procedures, identifying risks and priorities.
- 2.12. To engage with parents and the local community in keeping with the vision and ethos of the Trust.
- 2.13. To ensure that schools are implementing Trust policies.

For church schools:

- 2.14. To preserve the Christian distinctiveness of individual schools (where applicable) and satisfy the requirement of the Diocese of Bath and Wells as set out in its Memorandum of Understanding.
- 2.15. To maintain an up-to-date knowledge and understanding of the SIAMs framework for inspection.

3. Constitution

Composition (in line with Articles 4a (i) and 101b)

- 3.1. A minimum of nine governors and a maximum of eleven. (Numbers in brackets are based on 11 and should be adjusted to reflect the required Foundation %/requirements noted)
- 3.2. In the case of community schools, the composition will be comprised as follows:
 - [1] Headteacher/Head of School
 - [2] staff governors;*
 - [2] parent governors;*
 - [6] MAT appointed governors.
- 3.3. In the case of Church of England schools, the composition will be comprised as follows:

For former VC schools: (Up to 25% Foundation)

 - [1] The Headteacher/Head of School

- [1] staff governor;*
- [2] parent governors;*
- [2] foundation governors;
- [5] MAT appointed governors.

For former VA schools: (Majority Foundation)

- [1] The Headteacher/Head of School
- [1] staff governor;*
- [2] parent governors;* and
- [7] foundation governors, or
- [6] foundation appointed governors and 1 MAT appointed governor

Former Federated Schools (This will match their previous instrument of Government)

- [1] The Headteacher/Head of School
- [1] staff governor;*
- [2] parent governors;*
- [6] foundation governors,
- [1] MAT appointed governors

Foundation governors are appointed by the Diocesan Board of Education (DBE). The MAT and school work with the local PCC and community to support with the nominations of these appointments and the School organisation department can also support with helping to fill vacancies. All foundation governors on the committee shall sign an undertaking to the DBE to uphold the designated religious character of the said school.

There is no ex-officio vicar role in the articles. The normal process is for the vicar to either be approached or for them to say if they wish to take up one of the roles of foundation governors.

*No more than one third should be elected governors or members of staff.

- 3.4. In proposing its membership, the Chair must ensure that the LGC has the appropriate balance of skills, knowledge and experience to fulfil its remit.
- 3.5. The composition of the LGC is proposed at local level and approved by the Board of Trustees. The appointment of the Chair must be approved by the Trustees, subject to eligibility and in line with the skills audit and induction procedures, in order to ensure high quality chairing. The Chair of the LGC will be invited to attend a regular Chairs Forum which focuses on Standards and Curriculum and is also attended by a Trustee, ensuring two-way communication between the Board of Trustees and LGC; its purpose is to ensure a sharing of best practice and driving up of standards across the Trust.

- 3.6. The Headteacher/Head of School (or their nominated representative) will be in attendance as the lead member of staff unless otherwise directed by the Chair. Officers of the Quantock Education Trust will provide support to the LGC when appropriate and with the approval of the Board of Trustees.

4. Frequency of meetings

- 4.1. A minimum of six meetings per academic year.
- 4.2. Additional meetings may be arranged to complete the delegated work schedule.

5. Quorum

- 5.1. The quorum shall be three local governors from the membership. Staff members must be in the minority. In circumstances where no decision can be reached the matter will be deferred to the Trustees Board.

6. Terms of office

- 6.1. The term of office for local governors is four years. For joining schools, existing term will be carried forward.

7. Core Functions

7.1. Governance

- 7.1.1. To provide support and challenge for the Headteacher/Head of School.
- 7.1.2. To promote high expectations for standards and pupil outcomes.
- 7.1.3. To drive continuous improvement and ensure rigorous processes of personalised target setting.
- 7.1.4. To ensure consistency, diversity and inclusion within the Trust through implementation of The Trust's strategies, policies and procedures.
- 7.1.5. To contribute to the performance management of the Headteacher/Head of School, which is led by the Chief Executive Officer.
- 7.1.6. To evaluate and review the individual school risk register to help drive school improvement priorities, including safeguarding and statutory responsibilities.
- 7.1.7. To ensure that the school and Trust comply with the requirement for every learner to receive any statutory curriculum content in accordance with government directives for schools.
- 7.1.8. The local governors should keep themselves up to date about the national, educational and regulatory developments affecting the Trust's approved curriculum and teaching and learning; ensuring that changes are built into strategic planning and

monitoring processes and reported to the Board of Trustees and its finance committee to inform strategic decision making.

- 7.1.9. To provide members to additional groups as required to support the work of the Board of Trustees.
- 7.1.10. In conjunction with the Trustees, manage and review relevant school policies in line with the policy review schedule and make appropriate recommendations for change to the Trustees Board, monitoring the effectiveness of implementation alignment between policy and practice.

7.2. Strategic Planning

- 7.2.1. To contribute to the delivery of the Trust's long term strategic plan; ensuring that the school is working towards the shared mission and vision through overseeing the development, implementation and monitoring of the schools' vision implementation plan; delivering against strategic objectives, targets and key performance indicators in relation to its remit.
- 7.2.2. In conjunction with the Trustees, ensure that the LGC's agenda planning and link governance scheme enables effective scrutiny of data and reporting which focuses activity upon the strategic and local priorities identified for the forthcoming year.
- 7.2.3. To recommend an annual attendance target for pupils for the approval of the Board of Trustees, ensuring that proper procedures are in place for recording absence of pupils and the impact of any follow up action taken.
- 7.2.4. To recommend the annual pupil performance targets for the approval of the Board of Trustees.

7.3. Performance Review

- 7.3.1. To conduct in-depth scrutiny of data and the reporting of standards, examination results, assessments and progress in order to ensure accountability.
- 7.3.2. To carry out regular monitoring visits and reviews of pupil progress and attainment data to ensure that performance and outcomes are in line with agreed objectives, targets and indicators and to share outcomes with the committee.
- 7.3.3. To track and monitor pupils progress and assessing the impact of interventions where progress is low.
- 7.3.4. To ensure that the outcomes of the Trust procedures for measuring and benchmarking quality assurance and evaluation processes are driving continuous improvement and secure high levels of pupil attainment and achievement in line with the school development plan.
- 7.3.5. To monitor and take forward actions and recommendations arising from external evaluations including OFSTED for that school.

For church schools:

- 7.3.6. To monitor and take forward actions and recommendations arising from external evaluations including SIAMs inspections.

7.4. Education Provision and Service Delivery

- 7.4.1. To monitor the implementation of the Trust's standards to ensure the delivery of a high quality of education provision and services for pupils of the school and keeping them under review.
- 7.4.2. To ensure the provision of a broad and well-balanced curriculum, assessing its impact upon pupil learning and encouraging innovative teaching practice to achieve consistently good or better teaching standards.
- 7.4.3. To conduct regular review of enrichment activities (club, visits, extra-curricular activities etc.).
- 7.4.4. To ensure a high quality of personal, social, health education, including preparation for a working life, including careers Information in order for them to achieve the best possible outcomes.
- 7.4.5. To oversee the quality of learning, progress and attainment for pupils with special educational needs and/or disabilities (SEND) and other identified vulnerable groups including: gifted and talented; black and other minority ethnic; travellers; looked after children; free school meals.

7.5. Stakeholder/Community Engagement

- 7.5.1. To engage actively with parents seeking and acting upon feedback received.
- 7.5.2. To promote the Trust's strategy for involving stakeholders and outward facing pupil activity; ensuring that the school sufficiently engages with a cross section of groups to secure its full published admission number (PAN) and enables strategies, policies and standards to be set, and decisions to be made, which properly take into account the perspective of key stakeholder groups.
- 7.5.3. To cultivate excellent relationships with the school community, seeking and evaluating stakeholder views and reporting these to the Trust for its consideration and development.
- 7.5.4. To encourage participation in and contribution of the local Parent Teacher Association (PTA) to improve facilities and opportunities within the school.

7.6. Trust Development

- 7.6.1. To liaise with the Board of Trustees and its committees as required and considering any matters which are beyond the strategy but which may contribute to the longer-term sustainability of the Trust.

7.7. Compliance

- 7.7.1. To monitor and ensure compliance with all statutory requirements.
- 7.7.2. To liaise with the Board of Trustees to consider and respond as appropriate to Ofsted's regulatory judgements and reporting.

For church schools:

- 7.7.3. To liaise with the Board of Trustees to consider and respond as appropriate to the outcomes of SIAMs inspections.