



SARACENS
MULTI-ACADEMY
TRUST

GOVERNANCE PLAN

Approved by Trust Board 8th July 2021

For review December 2022

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3. Community Engagement

The Trust has a duty to promote community cohesion. Through its Local Governing Bodies and the Principal of each school the Trust is connected to and answerable to its community. The Principals regularly communicate with parents and carers through parent/teacher consultations, the school website, social media, subject specific emails and newsletters. The LGBs and Principals may seek parental and carer opinions of specific subjects through surveys and other means and use the results to inform their decision making. Feedback to inform the Trust's governance and decision-making is through the Chief Executive Officer (CEO). The Principal, staff, pupils and Governors participate in community activities.

4. Ethos

The ethos of Saracens Multi-Academy Trust schools is one that embraces feelings of trust, knowledge, reciprocity and shared behavioural norms that creates a quality of life for staff and pupils that is both enjoyable and productive. The connection between staff, pupils and parents creates a sense of place, promotes friendships, encourages and makes possible special moments, experiences and outstanding memories.

Creating high levels of trust within the schools produces a climate of psychological safety and honesty, allowing people to develop without fear of criticism and to give all of themselves to the academic, community and social goals. Saracens schools are different. The schools take a modern and pioneering approach to individual character development through every aspect of school life to enable all pupils in all aspects of learning and life to be, "the best that they can be". Equal emphasis is placed on learning with coaching confidence, self-esteem and teamwork so that pupils of the schools can achieve the outcomes they aspire to.

The success of the schools is underpinned by our core values:

- **Discipline:** our schools are orderly, safe and joyful places where our pupils are governed and guided in their behaviour by fair and sensible principles
- **Hard work:** our schools are places where the staff and children work incredibly hard to fulfil the potential of each individual and to maintain a relentless effort for school improvement
- **Humility:** our teaching styles reflect the culture of success and commitment to character development with achievement celebrated as warmly as attainment.
- **Honesty:** we insist on an honest appraisal of the efforts and attitude of pupils in all areas of their education and staff in their work

5. Safeguarding

Safeguarding arrangements at Saracens Multi-Academy Trust are embedded into everything the Trust does and are underpinned by five key principles:

- Safeguarding is everyone's responsibility: all Trustees, staff, Governors and Volunteers should play their full part in keeping children safe;
- We aim to protect children using national, local and school child protection procedures;
- We aim to work in partnership and have an important role in multi-agency safeguarding arrangements, as set out in Working Together 2018;
- That all Trustees, Staff, Governors and Volunteers have a clear understanding regarding abuse and neglect in all forms; including how to identify, respond and report. This also includes knowledge in the process for allegations against professionals. Trustees, Staff, Governors and Volunteers should feel confident that they can report all matters of Safeguarding concern in any School where the information will be dealt with swiftly and securely, following the correct procedures with the safety and wellbeing of the children in mind at all times.
- That we operate a child-centred approach: a clear understanding of the needs, wishes, views and voices of children.

All Trustees, Governors, staff and volunteers undertake safeguarding training (including Prevent) when they join the Trust, followed by annual update training. Full details of individual responsibilities are detailed in the Trust's Safeguarding Policy (published on the Trust and school websites).

The LGB ensures that each school has a nominated link Governor for Child Protection and Safeguarding who can also provide a link to the Local Authority on matters of Safeguarding in their school, liaising with other partners and agencies. All Trust schools have a nominated Link Governor for CIC (Children in Care/ Looked After Children), Anti-Bullying and SEND alongside other nominated leads in the School;

Each school has at least one Designated Lead(s) [DSL] for Child Protection, appointed from the Senior Leadership Team who is fully equipped and trained to undertake this Safeguarding role.

The Trust has a Lead Trustee for Safeguarding who works with the nominated link Governors for Child Protection and Safeguarding and the DSLs to develop and maintain best practice in Safeguarding and training within the Trust.

6. Data Protection and GDPR

Saracens Multi-Academy Trust (the Trust) and its schools aim to ensure that all personal data collected about staff, pupils, parents, Governors, visitors and other individuals is collected, stored and processed in accordance with the General Data Protection Regulation (GDPR) and the provisions of the Data Protection Act 2018 (DPA 2018).

The Board of Trustees has overall responsibility for ensuring that the Trust and the schools comply with all relevant data protection obligations.

To ensure independent advice the Trust has appointed an external data protection officer (DPO) who is responsible for overseeing the implementation of the Trust's Data Protection Policy and monitoring the Trust's compliance with data protection law. The DPO advises the Deputy Data Protection Officer on developing related policies and guidelines

The Deputy Data Protection Officer (DDPO) is the Trust Business Manager.

The DPO and DDPO provide an annual report of their activities directly to the Local Governing Body and through the LGB to the Board of Trustees. This report includes any recommendations on school and Trust data protection issues. The DDPO is also the first point of contact for individuals whose data the school processes, and for the ICO.

7. Code of Conduct

All Trustees agree to comply with the Trustee Code of Conduct and Nolan Principles of Public Life as detailed in Appendix 1. All Trustees, Governors and staff are required to disclose any potential conflicts of interests during all meetings.

8. Register of Interests

The Trust maintains an up to date register of all relevant business and pecuniary interests of Members, Trustees, Governors and senior staff. Details of an individual's interests are published throughout their appointment and for 12 months after they step down. Details can be found on the Trust and school websites.

9. Meeting Timetable

A timetable of meetings is agreed at the final meeting of the Trust in each academic year and published on the Trust and School websites. Additional meetings can be arranged at short notice if required. Meetings may take place in person, or remotely by audio-visual means.

The Clerk issues the agenda and papers for each meeting approximately 6 days before it is held. Non-confidential minutes and papers are available for inspection at all Trust schools and offices by appointment.

10. The Members of the Trust

The Members of the Trust are the subscribers to the Trust's Memorandum of Association and they have limited financial liability for the Trust. They are the guardians of the educational vision and have overall control of the company, overseeing the achievement of its objectives. The Members receive reports on the finances of the Trust and adopt the accounts at their AGM. The Members appoint the auditors on the recommendation of the Trust Board.

The Members may amend the Articles of Association (subject to any restrictions in any funding agreement or charity law). They may, by special resolution, issue a direction to the Trustees to take a specific action.

The Members have the power to change the company name and ultimately, to wind it up.

The CEO advises Members of any issue that might materially impact the reputation or operation of the Trust, unless the matter relates to the conduct of the CEO in which case responsibility to keep Members informed lies with the Chairman of the Trust.

The Members can appoint up to 9 Trustees and may remove Members and Trustees from office. The appointment of any new CEO must be approved by the Members. Saracens Limited can appoint up to 4 Members and the Members may appoint other Members by special resolution. No employee of Saracens Multi-Academy Trust may be a Member.

11. The Board of Trustees

The Trustees of the Saracens Multi-Academy Trust are both charity trustees and company directors. The Trustees oversee the running of the Trust and determine its strategic direction. They are responsible of ensuring compliance with:

- Charity and company law
- The articles of association of Saracens Multi-Academy Trust Ltd
- The funding agreements for each school within the Trust
- The Independent School Standards regulations
- SEND legislation
- Health and Safety Law
- Other statutory and regulatory requirements

In their role as company directors the Trustees must:

- Act within their powers
- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable care, skill and diligence
- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare interest in proposed transactions or arrangements.

The Trustees have a duty to promote the success of the Trust and its schools. The Trustees must ensure regularity and propriety in use of the Trust's funds, and achieve economy, efficiency and effectiveness – the three elements of value for money. The Trustees must also take ownership of the Trust's financial sustainability and its ability to operate as a going concern.

The Trustees focus on the **three core functions of governance:**

- **ensuring clarity of vision, ethos and strategic direction**
- **holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff**
- **ensuring stewardship of public funds to achieve economy, efficiency and effectiveness**

The minimum number of Trustees is 3. There is no maximum number. The Members appoint up to 9 Trustees and the Trustees may choose to co-opt additional Trustees, including the Chief Executive Officer of the Trust (CEO) (whose appointment as a Trustee must also be approved by the Members). The CEO may decline to be appointed as a Trustee. No more than one fifth of the Board can be LA associated (see DfE Governance Handbook for details).

Trustees are usually appointed for a 4-year term, but may be reappointed by the Members for a maximum of 2 terms of 4 years. There is no time limit on the appointment of the CEO as a Trustee.

The Chairman and Vice Chairman of the Board are elected each school year by the Trustees. The Chairman is responsible for ensuring the effective functioning of the Board and setting professional standards of governance.

The Trustees must appoint a professional, independent Clerk (Governance Professional) to enable effective organisation and administration of the Board's business and support them in the exercise of their duties. The Clerk cannot be the CEO, Trustee or governor.

The Trustees appoint the Chief Executive Officer (CEO), Principals of each school and Clerk. They must appoint an Accounting Officer (usually the CEO) and a Chief Financial Officer (known as the Trust Business Manager).

The Terms of Reference for the Trust Board are detailed in Appendix 2.

12. Delegation by the Trustees

The Trustees may delegate their powers and functions in writing to any Trustee, committee, Local Governing Body (LGB), CEO or other officer.

With the exception of LGBs and LGB Committees, the majority of members of each committee must be Trustees. There must be up to two parent governors on each LGB.

The Trust Board determines the financial and non-financial schemes of delegation to ensure clear lines of accountability and to ensure no overlap of responsibilities. These schemes must be complied with to ensure effective governance of the Trust. Where the Trust Clerk considers that the Board, any committee or subcommittee is seeking to act in a manner beyond their terms of reference, the Clerk will draw this to the attention of the appropriate Chair who will take action to ensure compliance.

Every 2 years the Trustees will review the terms of reference, constitution and membership composition of each committee (including LGBs).

13. Chairman's Emergency Actions

The Chairman of the Trust Board is authorised to take decisions where action has to be taken in a timescale which does not facilitate the convening of an emergency Board meeting or decision making by Trustees by electronic means. Any such decision will be reported to and minuted at the next meeting of the Board.

14. Delegation to the Chief Executive Officer (CEO)

The CEO is the executive leader and head of line management of the whole of the Trust. It is the CEO's job to implement the strategic framework established by the Board. The Board holds the CEO to account and the CEO line manages each Principal, and in collaboration with the LGB, holds each Principal to account for the day to day performance of their school, including the performance management of their staff. With the exception of the CEO's appointment, the Clerk and Principals, the CEO is responsible for the appointment and dismissal of all staff, but may delegate the responsibility for recruitment.

The CEO also fulfils the role of **Accounting Officer**. The role of Accounting Officer includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's Accounting officer, for the financial resources under the Trust's control ensuring compliance with the funding agreement and The Academy Trust Handbook. The Accounting Officer must be able to assure Parliament, and the public, of high standards of probity in the management of the Trust's public funds, particularly regularity, propriety and value for money.

The Accounting Officer must advise the Board in writing if an action it is considering is incompatible with the Articles, funding agreement or AFH. Similarly, the Accounting Officer must advise the Board in writing if the Board fails to act where required to by the funding agreement or AFH. Where the Board is minded to proceed, despite the Accounting Officer's advice, the Accounting Officer must consider the Board's reasons and if the Accounting Officer still considers the action proposed by the Board to be in breach of the Articles, the funding agreement or AFH, the Accounting Officer must notify ESFA's Accounting Officer in writing immediately.

The CEO line manages the TBM and Principals(s) and any instruction from the Board to them (or any other member of staff), or any request from the Audit and Risk Committee, Local Governing Body, Quality of Education and Resources Committees must be made through the CEO to ensure effective and efficient management.

In emergency the CEO is authorised to take action to ensure the safety of staff and pupils, including school closures. Where possible this will be taken in consultation with the relevant Principal and Chair of the LGB. Where possible, decisions relating to the welfare of the whole Trust will be taken in consultation with the Chairman of the Trust Board.

When the CEO is planning to leave the trust (for example retirement or resignation), the Trust Board should approach their Regional Schools Commissioner (RSC) in advance to discuss the Trust's structure and options, including plans for recruitment.

15. Delegation to the Trust Business Manager (TBM)

The Trust Business Manager is the Chief Financial Officer (CFO) of the Trust and is an employee. The TBM has responsibility for the Trust's detailed financial procedures. The TBM is a member of the senior leadership team of each school and has both a technical and leadership role. The TBM must be appropriately qualified and/or experienced and have a business or accountancy qualification, hold membership of a relevant professional body and undertake relevant ongoing training.

The Trust Business Manager provides strategic leadership to the Trust in relation to the business of each school allowing the Principals to focus on teaching and learning within their schools. This includes:

- Business management
- Finance
- Procurement
- Human resources
- Facilities management
- Health and safety
- IT and MIS

The Trust Business Manager ensures that the Trust is run efficiently and cost-effectively and in accordance with The Academy Trust Handbook. On a day to day basis the TBM is managed and held to account by the CEO.

The TBM reports on financial, audit (including internal audit) and resource issues directly to the Board, the Audit and Risk Committee (A and R) and the Resources Committee of each LGB.

16. Delegation to the Principal

In respect of each school the Board delegates to each Principal the responsibility for:

- The strategic direction and development of the school,
- Teaching, coaching and learning by establishing and maintaining an environment that promotes and secures excellent teaching, effective learning, high standards of achievement and excellent behaviour to support and improve pupils' achievement and personal development.
- Day to day operational management, organisation and school administration
- Efficient and effective deployment of staff, finance and other resources of funds and effective administration and control.
- Developing an organisation in which all the staff recognise that they are accountable for the success of the school and their own actions.
- Pupil Welfare

On a day to day basis each Principal is managed by the CEO. The Principal is held to account for the educational performance of the school by the Local Governing Body to whom the Principal must supply a coherent and accurate account of the school's performance.

17. Audit and Risk Committee (A and R)

The Audit and Risk Committee is a committee of the Trust Board. Its principal role is to ensure the adequacy of financial systems of control and audit within the Trust and each school and to oversee the appointment and instruction of the internal and external auditors.

The Audit and Risk Committee must:

- 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 the Trust's internal control framework, including financial and non-financial controls and management of risks.

The Committee carries out an annual review of the Financial Scheme of Delegation and any changes made to The Academy Trust Handbook and makes recommendations for change to the Trust Board.

The Audit and Risk Committee oversees the management of risk within the Trust, reviewing the Risk Register at least once each term and reporting its findings and recommendations to the Board.

The Audit and Risk Committee approves and reviews the financial and risk related policies delegated to it by the Trust Board.

The Audit and Risk Committee has oversight of expenditure against budget and cash flow for each school within the Trust and for the Trust as a whole.

The Audit and Risk Committee monitors the action taken by the Trust arising from the Management Letter following the annual audit of the accounts and any actions raised in internal audit reports.

The Audit and Risk Committee comprises:

- a Chair appointed annually by Trustees from within its membership (but who cannot be the Chairman of the Trust or Chairman of a Resources Committee);
- 4 other Trustees appointed annually by Trustees from within its membership;
- The Chair of the Resources Committee of each Academy within the Trust

The Trust Business and Manager, the Chief Executive Officer, the Internal Auditor and the External Auditors have a right of attendance at all meetings of the Audit and Risk Committee. The CEO and TBM should attend Audit and Risk Committee meetings to provide information and participate in discussions.

The Terms of Reference of the Audit and Risk Committee are detailed in Appendix 3.

18. Local Governing Body (LGB)

Each school within the Trust has a Local Governing Body comprising Governors appointed by the Board of Trustees. Its primary role is to:

- Undertake the duties delegated to it by the Board of Trustees
- Ensure sound management of the school's admission policy and practices in accordance with the School Admissions Code, including considering applications for admission on the grounds of exceptional medical or social need
- Implement the Trust's strategy, educational vision, ethos and principles within their school.
- School target-setting, including contributing to, signing off and monitoring of the school development plan
- In conjunction with the CEO, hold the Principal to account for the educational performance of the school and its pupils, and the performance management of school staff
- Designate named Governors to have oversight of Safeguarding, SEND, Anti-Bullying and Looked After Children
- Fulfil statutory responsibilities around fixed term and permanent exclusions of pupils
- Oversee the financial performance of the school and make sure its money is well spent
- Connect with the local community, particularly parents and carers communicating with them through the consultations, the school website, social media and newsletters and feedback to the Board through the CEO
- Consider any complaints about the school and any community facilities or services provided, in accordance with the Trust's complaints procedure

The LGB approves and reviews the education and behaviour related policies delegated to it by the Trust Board. Governors undertake a programme of visits to the school so that they can build an effective working relationship with Trust and school staff and have a better understanding of the context in which they work. Governors observe policies and plans being implemented on a day-to-day basis, noting their impact, and assisting the Local Governing Body (LGB) and its committees to make well informed judgments about the progress being made towards the priorities and targets in the School Development Plan.

Each LGB has a Resources Committee and principal Quality of Education Committee to enable proper examination of the operational, educational and welfare issues within the school and to further the successful and effective use of human and financial resources.

The LGB comprises:

- for the first three academic years of a new school established by the Trust or brought into the Trust, a Chair appointed by the Board
- thereafter a Chair elected annually by the Local Governing Body from within its membership;
- a Vice-Chair elected by the Local Governing Body annually from within the membership;
- the Principal as an ex-officio Governor;
- up to 8 Governors nominated by the Trust (the Trust may remove a Governor at their discretion);
- one member from the Trust attending full governing body meetings at the Trust's discretion;
- one staff member elected by the staff (teaching or non-teaching);
- two parent Governors elected by the parent body

The Terms of Reference of the Local Governing Body are detailed in Appendix 4.

19. Resources Committee

The role of the Resources Committee is to assist the decision making of the LGB by giving more detailed consideration to the best means of fulfilling the LGB's responsibility to ensure sound management of the school's finances, other resources, personnel and premises, including proper planning, monitoring and probity.

In particular, the Resources Committee:

- Considers the draft three-year budget and annual outturn reports for the school and recommends their adoption to the LGB
- Contributes to the financial aspects of the School Development Plan
- Monitors and reviews income, expenditure and cash flow at each meeting and ensures compliance with the budget and the relevant parts of The Academy Trust Handbook, drawing any matters of concern to the attention of the LGB and CEO where appropriate
- Receives reports from the Trust Business Manager on Financial, HR and Premises matters and makes recommendations to the LGB as appropriate
- Monitors the implementation of the School Development Plan in the area of staffing and finance
- Oversees the preparation of the asset management plan for the school
- Supports the Principal and TBM in discharging their responsibilities for security and health and safety on school premises, taking responsibility for the school's compliance with relevant legislation where necessary.

The Resources Committee approves and reviews the resource related policies delegated to it by the Trust Board.

The Resources Committee comprises:

- a Chair appointed annually by the Local Governing Body from within its membership;
- the Principal (ex officio)
- Chair of Governors (ex officio)
- up to 5 other school Governors
- 2 non-voting co-opted committee members, who are not Governors (if required)

Other Governors and staff may attend as required.

The Terms of Reference of the Resources Committee are detailed in Appendix 5.

20. Quality of Education Committee

The role of the Quality of Education Committee is to assist the decision making of the LGB by giving more detailed consideration to children's learning, the quality of teaching, the quality of school leadership, children's achievements and wellbeing, standards of behaviour, the effectiveness of the arrangements for safeguarding, community engagement, work with partner organisations and agencies and standards across the school overall.

The Quality of Education Committee will support, advise and inform the LGB as required on:

- Overall attainment and progress, including statutory requirements
- The progress and achievement of the children
- The agreement of statutory targets
- The review of academic and pastoral practices and arrangements to ensure that the curriculum is broad and balanced and in keeping with the vision for and ethos of the school
- School practice on building pupil aspiration
- Putting arrangements in place to promote the emotional resilience of the children and their families
- The promotion of healthy lifestyles including healthy eating and physical activity
- Delivery of the sex and relationship education programme in accordance with relevant statutory guidance
- Delivery of independent careers guidance for pupils in years 8 to 13 and access to external providers of approved technical education qualifications in accordance with careers statutory guidance
- Progress on the development of the careers programme using the Gatsby Charitable Foundation's Benchmarks for comparative purposes
- Achieving effective implementation policies on safeguarding, bullying and racism and that children and parents have confidence that such issues will be dealt with in an appropriate manner
- Ensuring that school is a positive and enjoyable experience for children and that an effective rewards system is in place
- Ensuring that the school is paying due regard to children's spiritual, moral, social, emotional and cultural development
- Developing in the children an understanding of their rights and responsibilities and those of others
- Providing that the children have frequent opportunities to make a positive contribution to the local community
- Considering curriculum issues which have implications for finance and personnel decisions and to make recommendations to the Resources Committee or LGB
- Ensuring that arrangements for educational visits follow the school policies and guidance
- Monitor the impact of pupil premium and catch-up funding for eligible pupils
- Monitoring effective provision for students with special educational needs and/or disabilities and for more able children

The Quality of Education Committee approves and reviews the educational outcome and child welfare related policies delegated to it by the Trust Board.

The Quality of Education Committee comprises:

- a Chair appointed annually by the local governing body from within its membership;
- the Principal (ex officio)
- Chair of Governors (ex officio)
- up to 5 other school Governors
- 2 non-voting co-opted committee members, who are not Governors (if required)

Other Governors and staff may attend as required.

The Terms of Reference of the Quality of Education Committee are detailed in Appendix 6.

21. Independent Appeal Panel

All Saracens Schools admit pupils in accordance with their published Admissions Policies. Parents whose children are refused a place are entitled to appeal the decision of the school under section 94 of the School Standards & Framework Act 1998.

To ensure propriety, the appeal is heard by a panel independent of the school. It consists of three people who are familiar with education in the area and have no present or past connection with the school, except they may have heard previous appeals for the school. The hearings are conducted in accordance within the law, following a procedure set out in a code of practice used by every education admission authority in the country.

Details of this process can be found on the Saracens High School website <http://saracenshigh.org/Admissions/Admissions-Appeals/>

22. Role of the Clerk (Governance Professional)

The role of the Clerk is to provide expert advice and guidance and to ensure the efficient and compliant operation of the Board. The Clerk helps the Board understand its role, functions and legal duties and supports the Chairman to enable and facilitate strategic debate and decision making.

The Clerk receives direction from, and is accountable to the Board and cannot be a Trustee, Principal or Chief Executive of the Trust.

23. Role of the Principal

The role of the Principal of each Trust school is to provide the professional leadership and management of the school by:

- Recognising and enhancing the individual abilities of each child
- Ensuring that all members of the school community are treated and behave with mutual respect, thus encouraging positive behaviour and a desire to work effectively and hard for the benefit of the community and themselves.
- Ensuring that teaching styles reflect an unquestionable commitment to success for all.
- In conjunction with the Saracens MAT developing and implementing a curriculum to meet the needs of the learner.
- Nurturing staff and pupils as team players
- Fulfilling a commitment to Safeguarding and promoting the welfare of children in accordance with the Trust's policies and statutory guidance.
- Ensuring successful implementation of the Trust's and Governors' policies to support the achievement of the Trust's aims.

24. Appendices

1. Trustee Code of Conduct and Nolan principles
2. Trust Board Terms of Reference
3. Audit and Risk Committee Terms of Reference
4. LGB Terms of Reference
5. Resources Committee Terms of Reference
6. Quality of Education Committee Terms of Reference
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Appendix 1 – Trustee Code of Conduct

Commitment

At Saracens Multi-Academy Trust, the Trustee Board accepts that being a Trustee involves the commitment of significant amounts of time and energy and we agree to:

- be active and involved members of the Trustee Board, attend regularly, and share responsibilities, including service on Committees or working groups
- get to know the Schools well and respond to opportunities to involve ourselves in the activities of the Schools
- attend training and take responsibility for our own learning and development as a Trustee
- prepare for meetings by reading paperwork beforehand.

Confidentiality

We recognise the need to observe complete confidentiality when required to do so by the Trustee Board, especially regarding matters concerning individual staff or students and we will:

- not divulge information about members of staff or pupils inappropriately.
- not divulge details of discussions and voting that take place during Trustee meetings
- exercise great care if a discussion of a potentially contentious issue arises outside the Trustee Board
- maintain a full and accurate entry on the Register of Interests
- declare an interest if an item under discussion at any full or Committee meeting of Trustees impinges upon our personal, family or financial situation
- maintain this duty after we cease to be Trustees

The Duty of Confidentiality will not apply where a Trustee makes a protected declaration in the public interest in accordance with the Trust's Whistleblowing Policy.

Conduct

We agree to work as a member of the Trustee Board at all times and be loyal to collective decisions; we will:

- encourage the open expression of views at meetings, but accept collective responsibility for all decisions made by the Trustee Board or its delegated agents. This means we will not speak out *against* majority decisions in public, or in private, outside the Trustee Board

- only act on behalf of the Trustee Board when we have been specifically authorised to do so
- follow the procedures and policies established by the Trustee Board, when making or responding to criticism or complaints affecting the School
- follow the Code of Practice for visits established by the Trustee Board and agreed with the Principal(s) when making visits to Schools
- comply with our duties as company directors and charity trustees
- always be mindful of our responsibility to maintain and develop the ethos and reputation of our Schools

seek to develop effective working relationships with the Local Governing Bodies, Principal(s), staff and parents, and other relevant agencies and the community.

Communication

As Trustees we owe a duty of mutual trust and confidence to our Trust, and to each other, which may be breached if unsuitable material is contained in any communication or correspondence, including all types of electronic communication, personal blogs, websites and social networking sites

We will gain the agreement of the Chairman prior to posting any content (written, vocal or visual) to the internet which identifies us as members of the Trustee Board (or indeed as having any connection with the Trustee Board and its schools) or before speaking to the media.

Except in emergency, we will always use the email address provided by the Saracens Multi-Academy Trust when communicating electronically regarding school or trust business.

General

We are responsible for determining, monitoring and keeping under review the broad policies, plans and procedures of the Trust

We recognise that the Principal(s) is responsible for the implementation of policy, day-to-day management of the School(s) and the implementation of the curriculum

In addition to our responsibility for ensuring regularity and propriety in the use of public funds, we are responsible for maintaining the sustainability of the Trust, ensuring its ability to continue as a going concern.

We accept that all Trustees have equal status, and, although appointed by different groups, our overriding concern will be the welfare of the Trust as a whole

We have no legal authority to act individually, except when the Trustee Board has given us delegated authority to do so

We have a duty to act fairly and without prejudice, and in the manner that is expected of a good employer

We will encourage open governance and will act appropriately

We will consider carefully how our decisions may affect pupils and all schools within the Trust.

We will ensure that we have due regard to equality and diversity considerations whenever significant decisions are made.

We will act in accordance with the Nolan Principles for public life, namely:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Conflicts of Interest

We will record any pecuniary business or other interest in the Register of Interests and keep our entry up to date

We will publish the details required by the statutory guidance on the constitution of Trustee Bodies on our school website.

If any conflict arises for a Trustee in a meeting, he or she will offer to withdraw while the matter is considered.

We will declare any conflict of loyalty at the start of a meeting or at any time during a meeting, should one arise.

We will act in the best interests of the Trust as a whole and not as a representative of any particular group.

Breach of This Code of Conduct

If we believe this code has been breached by a fellow Trustee, we will raise the issue with the Chairman to investigate. The Trustee Board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in constructive ways.

Should we believe that the Chairman has breached this code, we will raise the issue with the Vice-Chairman to investigate.

Public Interest Disclosure

Nothing in this code prevents a Trustee making a disclosure under the Trust's Confidential Reporting (Whistleblowing) Code.

Appendix 2 - Trustee Board Terms of Reference

Chairman: Graham Chase

Role of the Trustee Board

The Trustee Board focuses on three core functions of governance of the charity:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- ensuring stewardship of public funds to achieve economy, efficiency and effectiveness

In their role as Trustees of Saracens Multi-Academy Trust, Trustees act as both charity trustees and company directors. They are responsible of ensuring compliance with:

- Charity and company law
- The articles of association of Saracens Multi-Academy Trust Ltd
- The funding agreements for each school within the Trust
- The Independent School Standards regulations
- SEND legislation
- Other statutory and regulatory requirements

In their role as company directors the Trustees must:

- Act within their powers
- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable care, skill and diligence
- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare interest in proposed transactions or arrangements.

The Board has wide discretion over its use of Trust funds, but must ensure that it exercises its discretion reasonably, in accordance with their funding agreements and considers relevant guidance on accountability and propriety. The Board must apply the highest standards of governance and take full ownership of its duties. The Board must provide the Trust's Members with sufficient information to enable them to assess that the Board is exercising effective governance.

In particular, the duties of the Board are as follows:

Budget Management

- Ensure that financial plans are prepared and monitored, satisfying itself that the Trust remains a going concern and financially sustainable
- Take a longer-term view of the Trust's financial plans consistent with the requirement to submit three-year budget forecasts to ESFA
- As part of its management of the Trust's funds, explain its policy for holding reserves in its annual report in accordance with the Accounts Direction.
- Ensure rigour and scrutiny in budget management.

- Approve a balanced budget, and any significant changes to it, for the financial year to 31 August, which can draw on unspent funds brought forward from previous years and minute its approval.
- Ensure budget forecasts for the current year and beyond are compiled accurately, based on realistic assumptions including any provision being made to sustain capital assets, and reflect lessons learned from previous years.
- Challenge pupil number estimates as these underpin revenue projections and review these termly.
- Review the Trust's management accounts (to include an income and expenditure account, variation to budget report, cash flows and balance sheet) every month and take appropriate action to ensure ongoing viability. Management accounts must be shared with the chair of Trustees every month and with the other Trustees at least six times a year. The Board must consider these accounts when it does meet (apart from Extraordinary Board Meetings), and minute this.
- Adopt key financial performance indicators and regularly measure the Trust's performance against them, including analysis in its annual Trustees' report, as detailed in the Accounts Direction.
- Where the Board has concerns about the Trust's financial performance, it should act quickly ensuring the Trust has adequate financial skills in place.
- Manage its cash position robustly and avoid becoming overdrawn on any of its bank accounts so that it does not breach restrictions on borrowing.

Investments

On advice from the Audit and Risk Committee ensure investment risk is properly managed, within its powers to invest as described in the Articles

- Have an Investment Policy to manage and track its financial exposure, and ensure value for money
- Exercise care and skill in investment decisions, taking advice as appropriate from a professional adviser
- Ensure exposure to investment products is tightly controlled so security of funds takes precedence over revenue maximisation
- Ensure investment decisions are in the Trust's best interests
- Review the Trust's investments and Investment Policy regularly.

Annual Accounts and External Audit

- Ensure that there are adequate accounting records
- Prepare and sign the Annual Report and Accounts (on advice from the Audit and Risk Committee) in accordance with the relevant SORP and ESFA Account's Direction, submitting them to the ESFA, publishing them and filing them at Companies House in accordance with the AFH.
- Provide a copy of the Annual Report and Accounts to every Member and anyone who requests a copy
- Appoint an external auditor

Risk Management

- On advice from the Audit and Risk Committee manage risks and maintain a risk register ensuring that it covers the full operation and activities of the Trust, including contingency and business continuity planning
- Retain ultimate oversight of the risk register, drawing on advice from the Audit and Risk Committee
- Review the risk register at least 3 times each year, interrogating the risks and mitigations to ensure alignment with the Trust's strategic objectives
- Ensure that the Trust has adequate insurance cover in compliance with its legal obligations
- Ensure that proportionate controls are in place to prevent cyber-attacks and take appropriate action where a cyber-security incident occurs
- Cooperate with auditors and risk managers, and implement reasonable risk management audit recommendations made to them.
- Have procedures for whistleblowing, prepared in accordance with the AFH and published on the Trust's website.

Health and Safety

- Fulfil their duties as employers to protect the health, safety and welfare of all employees, pupils and any visitors. and to ensure that all non-employees are not exposed to risks in their health and safety.
- Ensure that the Trust operates in compliance with Health and Safety law and has a Health and Safety Policy in place

Estate Management

- To manage the school estates strategically and maintain their properties in a safe working condition.

The Trustees appoint the Chief Executive Officer (CEO), Principals of each school and Clerk. They must appoint an Accounting Officer (usually the CEO) and a Chief Financial Officer (known as the Trust Business Manager) and a professional, independent Clerk to enable effective organisation and administration of the Board's business and support them in the exercise of their duties.

Proceedings of the Trust Board

The Board will meet as often as is necessary to fulfil its responsibilities, but at least 3 times a year.

The Chairman is responsible for ensuring the effective functioning of the Board and setting professional standards of governance.

The Clerk will give at least one calendar weeks' notice of any scheduled meeting of the Board and issue all Trustees and the CEO (if not a Trustee) with an agenda and relevant papers at least 6 days before the meeting. In emergency (i.e. a decision of the Board is required within a shorter timeframe) and the majority of Trustees agree, the meeting may be called with a shorter period of notice.

The Clerk will be present to take minutes of the meeting. If the Clerk is not available, then another person may take the minutes.

The agenda, non-confidential minutes and papers will be available for inspection at all Trust schools and offices, by appointment.

Any two trustees, or the Chief Executive Officer, or the Trust Business Manager can request that the Chairman convene a meeting of the Board, by giving no less than 14 days' prior notice.

The quorum for the transaction of business shall be the majority of the Board Members.

The Board may invite persons who are not Trustees to attend Board meetings to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chairman, but are not entitled to vote.

Every matter to be decided at a meeting of the Board must be determined by a majority of the votes of Trustees present and voting on the matter. Each Trustee present in person shall be entitled to one vote. Where there is an equal division of votes, the Chairman shall have a casting vote. A Trustee will be deemed to be present in person if they participate in the meeting by simultaneous video or telephone conferencing.

A register of attendance shall be kept for each meeting of the Board and published annually on the Trust's website.

Between meetings, the Board may also exercise its decision-making authority by email, provided that the majority of Trustees agree to the decision. Where this occurs, the decision will be minuted when the Board next meets. The quorum for the transaction of business in this manner shall be the majority of the Board Members.

All Trustees are required to comply with the Trustee Code of Conduct and Nolan Principles of Public Life and are required to disclose any potential conflicts of interests during all meetings.

All Trustees are required to maintain an up to date declaration of relevant interests which is published on the Trust website.

Composition of the Board

The minimum number of Trustees is 3. There is no maximum number. The Members appoint up to 9 Trustees and the Trustees may choose to co-opt additional Trustees, including the Chief Executive Officer of the Trust (CEO). The CEO may decline to be appointed as a Trustee. No more than one third of Trustees may be employees of the Trust. No more than one fifth of the Board can be LA associated (see DfE Governance Handbook for details).

To facilitate robust decision making, as a group the Trustees must have the right skills, experience, qualities and capacities, understand governance and demonstrate a diversity of perspective.

The Board will undertake a skills audit and self or external evaluation every 2 years to ensure the skills and experience of the Board aligns to the Trust's strategic plan and facilitates succession planning.

Term of Office

Trustees are usually appointed for a 4-year term, but may be reappointed by the Members for a maximum of 2 terms of 4 years. There is no time limit on the appointment of the CEO as a Trustee.

The Chairman and Vice Chairman of the Board are elected each school year by the Trustees.

Appendix 3 - Audit and Risk Committee Terms of Reference

Chair: Lee Manning

Role of the Audit and Risk Committee

The principal role of the Audit and Risk Committee is to:

- Advise the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and risk management arrangements
- Oversee the appointment and instruction of the internal and external auditors
- Direct a programme of internal scrutiny and to ensure that risks are being addressed appropriately
- Consider the results and quality of external audit

In particular, the duties of the committee are to:

Financial Management

- Guided by the recommendations of the Resources Committee of each school, to consider the Trust's indicative funding notified annually by the DfE and assess its implications for the Trust. This will take place in conjunction with the Trust Business Manager (TBM) and Chief Executive Officer (CEO) in advance of the commencement of the financial year, drawing any matters of significance or concern to the attention of the Trust.
- Have oversight of expenditure against budget and cash flow for each school within the Trust and for the Trust as a whole, drawing any matters of significance or concern to the attention of the Trust Board. Responsibility for detailed monitoring and reviewing of income, expenditure and cash flow and compliance with the budget lies with the Resources Committee of each school.
In consultation with the TBM and CEO to contribute to the formulation of the Trust's development plan, through the consideration of financial priorities and proposals
- Receive and make recommendations on the Trust financial plans, 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 Trust's development plan.
- 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 make recommendations for improvement.
- Monitor the action taken by the Trust arising from the Management Letter following the annual audit of the accounts
- Recommend the financial statement to form part of the annual report of the Trust for filing in accordance with Companies Act requirements.
- Recommend to the Trust Members the appointment or reappointment of the External Auditors of the Trust.

Internal Audit

- Recommend the programme of independent internal scrutiny to the Board each year that:
 - Is identified in a scheme of work,
 - Is programmed through the year so higher risk areas are reviewed in good time
 - Reflects the priorities identified through the risk register
 - Forms part of a rolling 3-year programme of checks, adapting to changing circumstances
 - Identifies suitably qualified and experienced persons who will perform the work
- Consider Internal Audit reports at each meeting, addressing any recommendations and outputs from other assurance activities by third parties and promptly report their findings to the Board to include, where appropriate, recommendations to enhance financial and non-financial controls and risk management
- Receive an annual summary report from the Internal Auditor(s) for each year ended 31 August, outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.

External Audit

- Agree the audit plan for External Audit and receive the auditors' report and in response to findings, make recommendations for action to the Trust Board
- Assess the effectiveness and resources of the External Auditor and provide an annual report to the Member's with recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration

Financial Scheme of Delegation

- Complete an annual review of the Financial Scheme of Delegation and any changes made to The Academy Trust Handbook, and make recommendations for any changes to the Trust Board.
- Oversee the management of risk within the Trust and review the Trust's risk management strategy on an annual basis
- Review the Trust's Risk Register at each meeting and reporting its findings to the Board.
- Approve and review the financial and risk related policies delegated to it by the Trust Board.

Proceedings of the Audit and Risk Committee

The committee will meet as often as is necessary to fulfil its responsibilities, but at least 3 times a year.

The Chair is responsible for ensuring the effective functioning of the committee and setting professional standards of governance.

The Clerk will give at least one calendar week's notice of any meeting of the committee and issue all committee members, the CEO and TBM with an agenda and relevant papers at least 6 days before the meeting. In an emergency (i.e. a decision of the committee is required within a shorter timeframe) and the majority of committee members agree, the meeting may be called with a shorter period of notice.

The Clerk will be present to take minutes of the meeting. If the Clerk is not available, then another person may take the minutes.

The agenda, non-confidential minutes and papers will be available for inspection at all Trust schools and offices, by appointment.

The quorum for the transaction of business shall be the majority of the Audit and Risk Committee members.

The committee may invite persons who are not members of the committee to attend meetings to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair, but are not entitled to vote.

Any request for work to be undertaken by the Principal, TBM or other member of staff must be made through the CEO to ensure effective and efficient management

Every matter to be decided at a meeting of the committee must be determined by a majority of the votes of committee members present and voting on the matter. Each committee member present in person shall be entitled to one vote. Where there is an equal division of votes, the Chair shall have a casting vote. A committee member will be deemed to be present in person if they participate in the meeting by simultaneous video or telephone conferencing.

A register of attendance shall be kept for each meeting of the Audit and Risk Committee and published annually on the Trust's website.

Between meetings, the committee may also exercise its decision-making authority by email, provided that the majority of committee members agree to the decision. Where this occurs, the decision will be minuted when the committee next meets. The quorum for the transaction of business in this manner shall be the majority of committee members.

All committee members and staff are required to comply with the Trustee Code of Conduct and Nolan Principles of Public Life and are required to disclose any potential conflicts of interests during all meetings.

Composition and Term of Office of the Audit and Risk Committee

The Audit and Risk Committee comprises:

- a Chair appointed annually by Trustees from within its membership;
- 4 other Trustees appointed annually by Trustees from within its membership;
- The Chair of the Resources Committee of each School within the Trust.

The Trust Business Manager, the Chief Executive Officer, the Internal Auditor and the External Auditors have a right of attendance at all meetings of the Audit Committee, but will withdraw from any part of the meeting where there is a conflict of interest. The CEO and TBM should attend Audit and Risk Committee meetings to provide information and participate in discussions.

Appendix 4 - Local Governing Body Terms of Reference

Chair: Kevin Perry

Role of the Local Governing Body

The primary role of the Local Governing Body (LGB) is to undertake the duties delegated to it by the Board of Trustees and within the framework established by the Trust to:

- Implement the Trust's strategy, educational vision, ethos and principles.
- Support the effective operation of the Trust and its policies
- Help to ensure that the Trust works as one entity in the interests of all Trust schools
- Hold the Principal to account for the educational performance of the school and its pupils, (using "Analyse School Performance" [ASP] and other data for comparative purposes) and the performance management of school staff
- Support the Principal to improve academic standards, improve pupil behaviour and attendance
- Ensure sound management of the school's admission policy and practices in accordance with the School Admissions Code
- Agree school targets, including the creation, sign off and monitoring of the school development plan
- Designate named Governors to have oversight of safeguarding, SEND and Looked After Children
- Fulfil statutory responsibilities around fixed term and permanent exclusions of pupils
- Oversee the financial performance of the school and make sure its money is well spent
- Ensure that the school budget is spent in accordance with the Trust's scheme of delegation
- Act as a vehicle for Trust Board engagement with the school and connect with the local community, particularly parents and carers communicating with them through consultations, the school website, social media and newsletters
- Consider any complaints about the school and any community facilities or services provided, in accordance with the Trust's complaints procedure
- Bring issues and risks to the Board (or Audit and Risk Committee if relevant) and provide constructive feedback where a policy may not be effective and suggest alternative approaches
- Escalate urgent issues to the CEO
- Establish a Resources Committee and Quality of Education Committee to enable proper examination of the operational, educational and welfare issues within the school and to further the successful and effective use of human and financial resources.

The LGB will approve and review the education and behaviour related policies delegated to it by the Trust Board.

As agreed with the Principal, Governors are involved in the appointment and recruitment of teaching staff.

Individual Governors will undertake a programme of visits to the school so that they can build an effective working relationship with Trust and school staff and have a better understanding of the context in which they work. Governors will observe policies and plans being

implemented on a day-to-day basis, noting their impact, and assist the Local Governing Body (LGB) and its committees in making well informed judgments about the progress being made towards the priorities and targets in the School Development Plan.

Proceedings of the Local Governing Body

The committee will meet as often as is necessary to fulfil its responsibilities, but at least 6 times a year.

The Chair is responsible for ensuring the effective functioning of the LGB and setting professional standards of governance.

The Clerk will give at least one calendar week's notice of any scheduled meeting of the LGB and issue all Governor with an agenda and relevant papers at least 6 days before the meeting. In emergency (i.e. a decision of the LGB is required within a shorter timeframe) and the majority of Governors agree, the meeting may be called with a shorter period of notice.

The Clerk will be present to take minutes of the meeting. If the Clerk is not available, then another person may take the minutes.

The agenda, non-confidential minutes and papers will be available for inspection at all Trust schools and offices, by appointment.

The quorum for the transaction of business shall be the majority of the Governors.

The LGB may invite persons who are not members of the LGB to attend meetings to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair, but are not entitled to vote.

Any request for work to be undertaken by the Principal, TBM or other member of staff must be made through the CEO to ensure effective and efficient management.

Every matter to be decided at a meeting of the LGB must be determined by a majority of the votes of Governors present and voting on the matter. Each Governor present in person shall be entitled to one vote. Where there is an equal division of votes, the Chair shall have a casting vote. A Governor will be deemed to be present in person if they participate in the meeting by simultaneous video or telephone conferencing.

A register of attendance shall be kept for each meeting of the LGB and published annually on the School's website.

Between meetings, the LGB may also exercise its decision-making authority by email, provided that the majority of Governors agree to the decision. Where this occurs, the decision will be minuted when the LGB next meets. The quorum for the transaction of business in this manner shall be the majority of Governors.

All Governors and staff are required to comply with the Trustee Code of Conduct and Nolan Principles of Public Life and are required to disclose any potential conflicts of interests during all meetings.

Composition of the Local Governing Body

The LGB comprises:

- for the first three academic years of a new school established by the Trust or brought into the Trust, a Chair appointed by the Board
- thereafter a Chair elected annually by the Local Governing Body from within its membership;
- a Vice-Chair elected by the local governing body annually from within the membership;
- the Principal as an ex-officio Governor;
- up to 8 other Governors nominated by the Trust (the Trust may remove a Governor at their discretion);
- one member from the Trust attending full governing body meetings at the Trust's discretion;
- one staff member elected by the staff (teaching or non-teaching);
- two parent Governors elected by the parent body

Term of Office of the Local Governing Body

Governors are usually appointed or elected for a 4-year term, but may be reappointed/ re-elected for a maximum of 2 terms of 4 years. There is no time limit on the appointment of the Principal as an ex-officio Governor.

Appendix 5 - Resources Committee Terms of Reference

Chair: Peter Harvey

Role of the Resources Committee

The primary role of the Resources Committee is to assist the decision making of the LGB by giving more detailed consideration to the best means of fulfilling the LGB's responsibility to ensure sound management of the school's finances, other resources, personnel and premises.

In particular, the duties of the committee are to:

- Consider and recommend acceptance/non-acceptance of the Trust's budget, and three year revolving financial plan at the start of each financial year, taking into account a full assessment of financial risks and taking into consideration any matters both internal and external to the Trust and the schools as the committee may consider to be material
- Consider the draft three-year budget and annual outturn reports for the school and recommends their adoption to the LGB
- Monitor and review the school's expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and with the financial regulations of the DfE, drawing any matters of concern to the attention of the Audit and Risk Committee
- Monitor and review income, expenditure and cash flow at each meeting and ensures compliance with the budget and the relevant parts of The Academy Trust Handbook, drawing any matters of concern to the attention of the LGB, Audit and Risk Committee and CEO where appropriate
- Receives reports from the Trust Business Manager on Financial, HR and Premises matters and makes recommendations to the LGB as appropriate
- Within the stated and agreed aims and objectives of the Trust, contribute to the formulation of the School's development plan and through the consideration of financial priorities and proposals, receive and make recommendations on the school's financial plans, 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 school's development plan.
- Monitor the implementation of the School Development Plan in the area of staffing and finance
- Oversees the preparation of the asset management plan for the school
- Supports the Principal and TBM in discharging their responsibilities for security and health and safety on school premises, taking responsibility for the school's compliance with relevant legislation where necessary.
- Approve and review the resource related policies delegated to it by the Trust Board.

Proceedings of the Resources Committee

The committee will meet as often as is necessary to fulfil its responsibilities, but at least 3 times a year.

The Chair is responsible for ensuring the effective functioning of the committee and setting professional standards of governance.

The Clerk will give at least one calendar week's notice of any meeting of the committee and issue all committee members, with an agenda and relevant papers at least 6 days before the meeting. In emergency (i.e. a decision of the committee is required within a shorter timeframe) and the majority of committee members agree, the meeting may be called with a shorter period of notice.

The Clerk will be present to take minutes of the meeting. If the Clerk is not available, then another person may take the minutes.

The agenda, non - confidential minutes and papers will be available for inspection at all Trust schools and offices, by appointment.

The quorum for the transaction of business shall be the majority of the Governors present.

The committee may invite persons who are not members of the committee to attend meetings to assist or advise on a particular matter of range of issues. Such persons may speak with the permission of the Chair, but are not entitled to vote.

Any request for work to be undertaken by the Principal, TBM or other member of staff must be made through the CEO to ensure effective and efficient management

Every matter to be decided at a meeting of the committee must be determined by a majority of the votes of Governors present entitled to vote and voting on the matter. Each Governor present in person shall be entitled to one vote. Where there is an equal division of votes, the Chair shall have a casting vote. A Governor will be deemed to be present in person if they participate in the meeting by simultaneous video or telephone conferencing.

A register of attendance shall be kept for each meeting of the Resources Committee and published annually on the Trust's website.

Between meetings, the committee may also exercise its decision-making authority by email, provided that the majority of Governors who are members of the committee and entitled to vote agree to the decision. Where this occurs, the decision will be minuted when the committee next meets. The quorum for the transaction of business in this manner shall be the majority of committee members entitled to vote.

All committee members and staff are required to comply with the Trustee Code of Conduct and Nolan Principles of Public Life and are required to disclose any potential conflicts of interests during all meetings.

Composition and Term of Office of the Resources Committee

The Resources Committee comprises:

- A Chair appointed annually by the Local Governing Body from within its membership;
- The Principal (ex officio)
- Chair of Governors (ex officio)
- Up to 5 other school Governors appointed annually by the LGB from within its membership
- 2 non-voting co-opted committee members, who are not Governors appointed annually by the LGB (if required)

Other Governors and staff may attend as required.

Appendix 6 - Quality of Education Committee Terms of Reference

Chair: David Gilani

Role of the Quality of Education Committee

The primary role of the Quality of Education Committee is to assist the decision making of the LGB by giving more detailed consideration to children's learning, the quality of teaching, the quality of school leadership, children's achievements and wellbeing, standards of behaviour, the effectiveness of the arrangements for safeguarding, community engagement, work with partner organisations and agencies and standards across the school overall.

The Quality of Education Committee will support, advise and inform the LGB as required on:

- Overall attainment and progress, including statutory requirements
- The progress and achievement of the children
- The agreement of statutory targets
- The review of academic and pastoral practices and arrangements to ensure that the curriculum is broad and balanced and in keeping with the vision for and ethos of the school
- School practice on building pupil aspiration
- Putting arrangements in place to promote the emotional resilience of the children and their families
- The promotion of healthy lifestyles including healthy eating and physical activity
- Delivery of the sex and relationship education programme in accordance with relevant statutory guidance
- Delivery of independent careers guidance for pupils in years 8 to 13 and access to external providers of approved technical education qualifications in accordance with careers statutory guidance
- Progress on the development of the careers programme using the Gatsby Charitable Foundation's Benchmarks for comparative purposes
- Achieving effective implementation policies on safeguarding, bullying and racism and that children and parents have confidence that such issues will be dealt with in an appropriate manner
- Ensuring that school is a positive and enjoyable experience for children and that an effective rewards system is in place
- Ensuring that the school is paying due regard to children's spiritual, moral, social, emotional and cultural development
- Developing in the children an understanding of their rights and responsibilities and those of others
- Providing that the children have frequent opportunities to make a positive contribution to the local community
- Considering curriculum issues which have implications for finance and personnel decisions and to make recommendations to the Resources Committee or LGB
- Ensuring that arrangements for educational visits follow the school policies and guidance
- Monitor the impact of pupil premium and Year 7 catch-up funding for eligible pupils
- Monitoring effective provision for students with special educational needs and/or disabilities and for more able children
- Approve and review the educational outcome and child welfare related policies delegated to it by the Trust Board.

Proceedings of the Quality of Education Committee

The committee will meet as often as is necessary to fulfil its responsibilities, but at least 3 times a year.

The Chair is responsible for ensuring the effective functioning of the committee and setting professional standards of governance.

The Clerk will give at least one calendar week's notice of any meeting of the committee and issue all committee members, with an agenda and relevant papers at least 6 days before the meeting. In emergency (i.e. a decision of the committee is required within a shorter timeframe) and the majority of committee members agree, the meeting may be called with a shorter period of notice.

The Clerk will be present to take minutes of the meeting. If the Clerk is not available, then another person may take the minutes.

The agenda, non-confidential minutes and papers will be available for inspection at all Trust schools and offices, by appointment.

The quorum for the transaction of business shall be the majority of the voting members of the Outcomes Committee.

The committee may invite persons who are not members of the committee to attend meetings to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair, but are not entitled to vote.

Any request for work to be undertaken by the Principal, TBM or other member of staff must be made through the CEO to ensure effective and efficient management

Every matter to be decided at a meeting of the committee must be determined by a majority of the votes of Governors entitled to vote and voting on the matter. Each Governor present in person shall be entitled to one vote. Where there is an equal division of votes, the Chair shall have a casting vote. A Governor will be deemed to be present in person if they participate in the meeting by simultaneous video or telephone conferencing.

A register of attendance shall be kept for each meeting of the Quality of Education Committee and published annually on the Trust's website.

Between meetings, the committee may also exercise its decision-making authority by email, provided that the majority of Governors who are members of the committee and entitled to vote agree to the decision. Where this occurs, the decision will be minuted when the committee next meets. The quorum for the transaction of business in this manner shall be the majority of committee members entitled to vote.

All committee members and staff are required to comply with the Trustee Code of Conduct and Nolan Principles of Public Life and are required to disclose any potential conflicts of interests during all meetings.

Composition and Term of Office of the Quality of Education Committee

The Quality of Education Committee comprises:

- A Chair appointed annually by the Local Governing Body from within its membership;
- The Principal (ex officio)
- Chair of Governors (ex officio)
- Up to 5 other school Governors appointed annually by the LGB from within its membership
- 2 non-voting co-opted committee members, who are not Governors appointed annually by the LGB (if required)

Other Governors and staff may attend as required.