

Governance Charter 2026-27

Category:	Trust-wide Governance Arrangements
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Version Control

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9	October 2018	
10	November 2019	Annual review and update
11	October 2020	Annual review and update
12	June 2021	Annual review and update to take effect from September 2021
12.1	October 2021	Update to reflect the retirement of the Director for Academy Development
13	June 2022	Annual review and update
13.1	October 2022	Update to reflect the incorporation of the Audit & Risk Committee within the Finance Committee and the subsequent inclusion of a Trustee portfolio for audit & risk management
14	July 2023	Annual review and update
14.1	January 2024	Update to reflect the re-establishment of the Audit & Risk Committee and changes to committee and portfolio terms of reference in response to the recommendations of the external governance review
15	September 2024	Annual review and update
15.1	September 2024	Update to reflect the agreed terms of reference for the Audit & Risk Committee
15.2	January 2025	Update to reflect terms of reference for the equality portfolio and revised portfolio/committee assignments
16	June 2025	Annual review and update
16.1	October 2025	Update to reflect changes to the LABs, and requirements of the updated Academy Trust Handbook
17	June 2026	Annual review and update
17.1	October 2026	Update to reflect Trustee changes and associated portfolio/committee assignments

This policy will be subject to ongoing review and may be amended prior to the scheduled date of the next review to reflect changes in legislation, statutory guidance, or best practice (where appropriate).

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Summary of key changes from v16 and v17

The following bullets summarise the key changes from version 16.

- Reflects the opening of Grand Union Village and Pinn River Schools and the closures of Grangewood School and Sunshine House Specialist Setting.
- Reflects the ceasing of the Local Advisory Board (LAB) for Grangewood School and the Dene Road Committee, along with the establishment of the new LAB for Pinn River School and the join LAB for Grand Union Village and Moorcroft Schools.
- Clarification of the respective roles of the Finance and Audit & Risk Committees, along with revised terms of reference for both.

The following bullets summarise the key changes from version 17.

- Reflects Trustee appointments and resignations.
- Reflects updated Trustee portfolio and committee assignments.
- Inclusion of allergies in the Health & Therapy Portfolio terms of reference
- Inclusion of workforce development within the HR Portfolio terms of reference

1. Key points and summary

This document outlines:

- An overview of the governance arrangements in place at The Eden Academy (the Trust).
- The requirements of the Articles of Association regarding delegation.
- The principles of decision making within the Trust.
- The scheme of delegation within the Trust.
- The respective roles of the Members, Trustees, committees of the Board of Trustees including the Local Advisory Boards, the Chief Executive Officer, and senior staff at the Academy.

2. Introduction and statement of intent

Governance arrangements across the Trust have been established to support the Trust to achieve the following vision:

The Eden Academy will create centres of educational excellence where our young people will achieve exceptional outcomes.

All office holders are expected to observe the 7 principles of public life as set out by Lord Nolan (selflessness, integrity, objectivity, accountability, openness, honesty, leadership) and in the DfE's Academy Trust Governance Guide. In addition, they are expected to be accountable to its stakeholders and regulatory bodies and engage in a partnership with those working for the Trust. All office holders have an additional responsibility to undertake such CPD is deemed necessary to ensure they have an up-to-date knowledge of educational and governance matters.

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3. Scope and applicability

This policy outlines the framework for decision making within the Trust. It applies to all Members, Trustees, committee members, and staff.

4. The Articles of Association

The following are the relevant clauses from the Articles of Association that outline what can, and cannot, be delegated:

- **Clause 93:** Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Academy Trust shall be managed by the Trustees who may exercise all the powers of the Academy Trust. No alteration of the Articles and no such direction shall invalidate any prior act of the Trustees which would have been valid if that alteration had not been made or that direction had not been given. The powers given by this Article shall not be limited by any special power given to the Trustees by the Articles and a meeting of Trustees at which a quorum is present may exercise all the powers exercisable by the Trustees.

- **Clauses 100 and 101:** Subject to these Articles, the Trustees:
 - a. may appoint committees to be known as Local Governing Bodies¹ for each Academy (and the same Local Governing Body may be appointed for more than one Academy); and
 - b. may establish any other committee

Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any committee of the Trustees shall be reviewed at least once in every twelve months. The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Trustees. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.

- **Clause 105:** The Trustees may delegate any of their powers or functions (including the power to sub-delegate) to any Trustee, committee (including any Local Governing Body), the Chief Executive Officer or any other holder of an executive office. Any such delegation shall be made in writing and subject to any conditions the Trustees may impose, and may be revoked or altered.
- **Clause 106:** Where any power or function of the Trustees has been exercised by any committee (including any Local Governing Body (Local Advisory Board)) any Trustee, the Chief Executive Officer any other holder of an executive office, or a person to whom a power or function has been sub-delegated under Article 105A, that person or committee shall report to the Trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Trustees immediately following the taking of the action or the making of the decision.
- **Clause 107:** The Trustees shall appoint the Chief Executive Officer and the Principals of the Academies. The Trustees may delegate such powers and functions as they consider are required by the Chief Executive Officer and [the principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Trustees and for the direction of the teaching and curriculum at the Academies)].

Functions that can be delegated to a committee but cannot be delegated to an individual include those that relate to:

- The approval of the first formal budget plan of the financial year;
- Academy discipline policies;

¹ At Eden these are called Local Advisory Boards (LABs), which are Local Governing Bodies (LGBs) without delegated powers as defined by the DfE and all further references to LGBs within this document shall be deemed to refer to LABs.

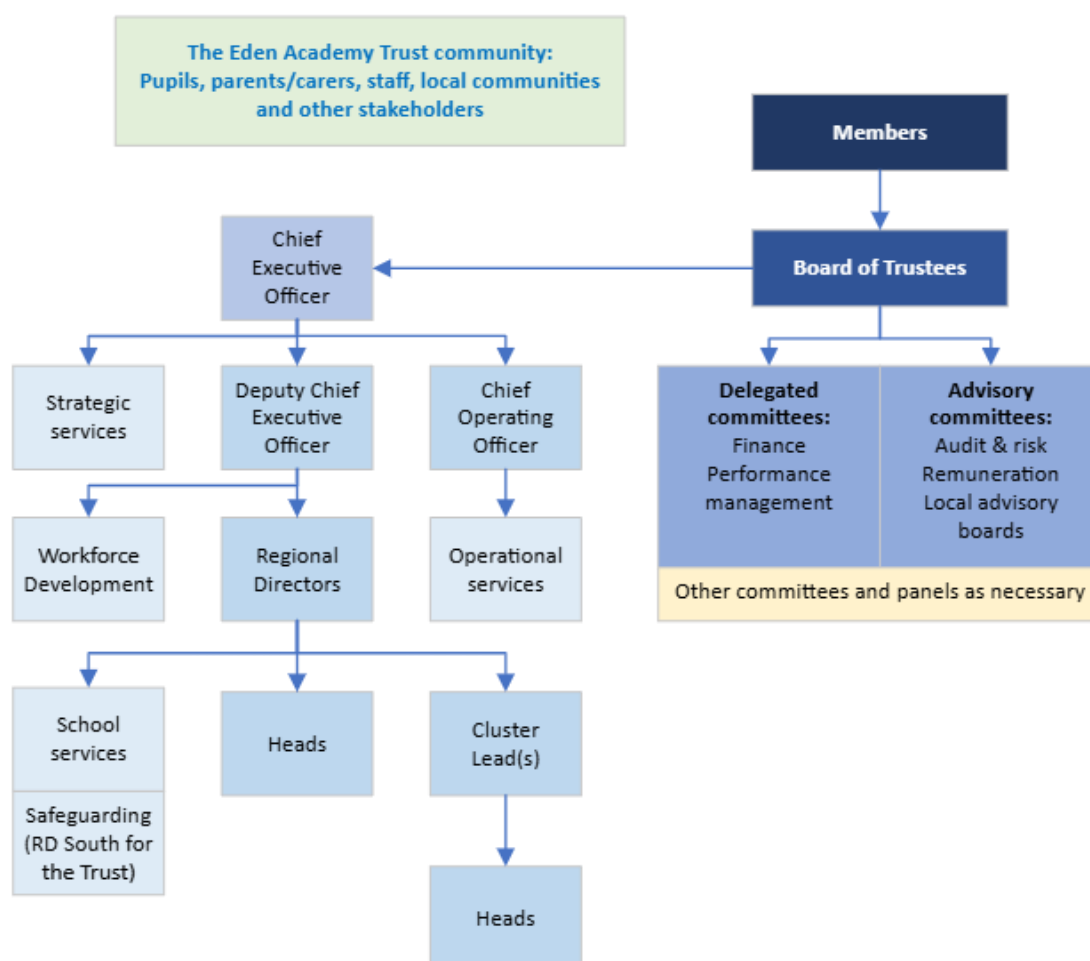
- The exclusion of pupils (except in an emergency when the Chair has the power to exercise these functions). In relation to this particular delegation, this is delegated to individual Heads (see scheme of delegation).

Members updated the Trust's Articles of Association in July 2023, to reflect the latest DfE model.

5. Responsibilities under the Charter

Effective governance at the Eden Academy Trust is led by the following:

- Trust Members – the guardians of the constitution
- The Board of Trustees (the Board) - the accountable body
- Trust Board committees - including Local Advisory Boards
- The Cabinet and senior team – the Chief Executive Officer, the Deputy Chief Executive Officer, Chief Operating Officer, Regional Directors, Cluster Lead(s) and the Headteachers/Heads of School/ Satellite of each school/ satellite (collectively referred to as Heads).



5.1. Members

The Eden Academy Members (the Members) are best viewed as guardians of the constitution, changing the articles if necessary and ensuring the charitable object is fulfilled. Members:

- Must not be employees or occupy unpaid staff roles.
- Must remain informed about Trust business.
- Are signatories to the Articles of Association which includes definition of the Trusts' charitable object and governance structure.
- May, by special resolution, amend the Articles of Association, subject to any restrictions created by the Trust's funding agreement or charity law.
- May, by special resolution (which requires 75% rather than a simple majority of Members to agree) appoint new Members or remove existing Members other than, where there is one, the foundation/sponsor body and any Members it has appointed.
- Have power to appoint Trustees as set out in the Trust's Articles of Association and have power under the Companies Act to remove any or all serving Trustees.
- May by special resolution issue direction to the Trustees to take a specific action.
- Appoint the Trust's auditors and receive the Trust's annual audited accounts.
- Have power to change the name of the charitable company and ultimately, wind up the Trust.

Members will meet once a year for an Annual General Meeting where there will be a formal review of performance across the Trust as well as an opportunity to discuss with Trustees projected developments and the vision for the future.

Members may also choose to convene further meetings should they wish but are not expected to attend Board meetings, sit on executive leaders' performance review panels, or contribute to specific decisions in relation to the Trusts' business decisions.

Members will be kept informed and engaged by such other Members who are also Trustees² and having access to all Board papers and minutes.

There must be a majority of Members who are not also Trustees.

5.2. Board of Trustees (the Board)

The Board operates at a strategic level, can exercise all the powers of the Trust and is the responsible body for the performance, achievement, and overall direction of the Trust. Accordingly, it will approve the policies for the Trust.

² It is currently the Members preference to have complete separation between the Members and the Board of Trustees

The Board will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but may also challenge, ask questions, seek information, improve proposals and so seek to arrive at the best solution for the Trust.

Specifically, the Board will cover the following four areas:

a) Strategy

- Set the vision, ethos and strategy for the Trust and its schools, settings and satellites over the next three to five years.
- Develop the Board to ensure that it has the capacity, skills and succession plans to have a positive impact on outcomes for pupils.
- Ensure that there is strong and effective executive leadership structure and personnel in place across the Trust.

b) Performance

- Oversee, scrutinise and challenge the schools' education performance data;
- Oversee, scrutinise and challenge the Trust's financial capability and management system to ensure compliance with the Academy Trust Handbook, maintain the Trust as a going concern, and deliver best value for money;
- Ensure there are effective performance management systems and processes in place across the Trust.

c) Compliance

- Establish the governance structures for the Trust, from Members to school level, in keeping with the Articles of Association; the Academy Trust Handbook and the DFE's Academy Trust Governance Guide.
- Provide clarity, through the published Scheme of Delegation and associated Terms of Reference of the level at which the various governance functions are exercised.
- Ensure the Trust complies with all relevant compliance regulations, statutory and non-statutory guidance and the law.
- Appoint a Clerk to the Board (the Trust's Governance Professional).
- Ensure that the Register of Interests is maintained.

d) Communication

- Engage with the schools' communities, parents, pupils and staff.
- Contribute to developing collaborative relationships beyond the Trust.

Individual Trustee portfolios and their associated responsibilities can be found in appendix 2 of this document.

5.3. Quorum for Board meetings

As set out in section 117 of the Articles of Association, the quorum for a meeting of the Trustees, and any vote on any matter thereat, shall be any three Trustees, or where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.

5.4. Meeting via telephone or video conference

- a) Article 126 and 126A states that any Trustee shall be able to participate in meetings of the Trustees by telephone or by any suitable electronic means agreed by the Trustees and by which all those participating in the meeting are able to communicate with all other participants. A person so participating by telephone or other communication shall be deemed to be present in person at the meeting and shall be counted in a quorum and entitled to vote. Such a meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no group which is larger than any other group, where the chair of the meeting is located at that time.

The Board has determined to interpret this as follows:

- b) Trustees may attend Board meetings via telephone or video conference for reasons of practicality, e.g. location requires long-distance travel, or where they would be unavoidably unable to attend in person.
- c) The Board, as determined by the Chair in consultation with the Governance Professional, may hold specific meetings entirely by such means where this is deemed to be most practical and reasonable.
- d) If after all reasonable efforts, it does not prove possible for a Trustee to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.
- e) The same provisions also apply to all Board Committees and Local Advisory Boards.

5.5. Chair's action

To facilitate the Trust making urgent decisions that arise between Board and committee meetings the Chair (or Deputy Chair) may use the following decision-making procedure (to be known as Chair's Action):

- a) Notwithstanding any provisions of the Trust's Articles of Association (the Articles) and Scheme of Delegation, if the Chair is of the opinion that a matter of urgency exists, and it is not practicable to arrange a Board meeting on short notice in the circumstances either:
 - (i) after receiving a written report from the CEO (which may be relayed through the Governance Professional) which clearly states, amongst other things, why the item concerned could not be brought to a regular meeting and why it would qualify for urgent decision under this procedure, or

- (ii) as a result of other information that is brought to their attention and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, one of its schools, pupil or their parent or a person who works at the Trust.

Then, in consultation with the CEO, they may:

- (iii) exercise any function of the Trust which can be delegated to an individual under the Articles, the Trust's funding agreements with the Secretary of State for Education (including the relevant Academies Financial Handbook), or
 - (iv) exercise any function relating to the exclusion of pupils, or
 - (v) take such decisions in lieu of a full Bord meeting which are required to ensure compliance with statutory responsibilities, changes in government advice or regulation, pending full ratification at the next possible Board meeting.
- b) Where it appears to the Deputy Chair that:
- (i) the circumstances mentioned in paragraph 5.3 a) apply and the Chair (whether by reason of vacancy in the office, incapacity or otherwise) would be unable to exercise the function in question before the detriment referred to in that paragraph is suffered, the reference to the Chair is to be read as if it were a reference to the Deputy Chair.
- c) The Chair will, as far as is reasonable and practicable, canvass the opinion of other Trustees before declaring a decision under Chair's Action.
- d) The Chair may decide, on receipt of a request for a decision under Chair's Action, that the matter should be dealt with instead by a special Board meeting called on short notice, in which case a meeting shall be called promptly.
- e) Any action under Chair's Action should be reported in writing as soon as possible to the Trustees, together with a copy of any written report from the CEO. A record of the decisions taken shall also be included with the Board's minutes.
- f) Any such decisions which were taken pending full ratification by the Board shall appear on the agenda at the next possible Board meeting.

5.6. Committees

The Board has established a structure of Committees to support the work of the Trust. These Committees act in an advisory capacity to the Board except where powers have been specifically delegated to them (see Scheme of Delegation).

The Board appoints the following committees and strategy groups:

- A Finance Committee,
- An Audit and Risk Committee,
- A Performance Management Committee,

- A Remuneration Committee,
- Local Advisory Boards for each school³,
- A LAB Liaison Forum, and
- An advisory Asset Management Strategy Group.

Each committee, other than the Local Advisory Boards (LABs), and the LAB Liaison Forum, and the Asset Management Strategy Group, must contain a majority of Trustees, but it may also include other people the Board chooses to appoint.

No vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees. Any decisions taken at a delegated committee where the attendance is not quorate, shall be taken to the Board meeting immediately following, for formal discussion and ratification by the Trustees before implementation.

Any recommendations reached at the advisory committees shall be taken to the Board (or Finance Committee where relevant) meeting immediately following, for formal discussion and ratification before implementation.

The Board will also establish a Local Advisory Board for each of the Trust's Schools; Grand Union Village and Moorcroft Schools will have a single, joint Local Advisory Board. These will not be required to have a majority of Trustees though may include one or more Trustee and/or Member.

Committees and Local Advisory Boards are expected to meet according to their Terms of Reference which are agreed by the Board annually.

The committee Chairs, including Local Advisory Boards, will be agreed annually by the Board.

All committees and Local Advisory Boards will have appropriate clerking arrangements.

Committees may co-opt additional committee members who are not Trustees (subject to rules governing these arrangements).

Local Advisory Boards may choose to establish their own working groups which assist them in supporting the school in terms of its development and improvement plan; any such working group will act in an advisory capacity to the Local Advisory Board. The functions and proceedings of the working groups are subject to regulations made by the Trustees from time to time pursuant to the powers contained in the Articles of Association.

To prevent overlap between the roles of the Finance and Audit & Risk Committees, the following has been defined to summarise their respective roles in addition to the formal terms of reference:

The Finance Committee is *forward-looking* and focused on planning, budgeting, and resource optimisation.

What the Finance Committee Does Not Do

³ There will be a joint LAB covering both Grand Union Village and Moorcroft Schools

To avoid overlap with Audit and Risk Committee, the Finance Committee:

- Does NOT provide independent assurance on controls
- Does NOT oversee internal scrutiny or internal audit programme
- Does NOT review detailed risk registers (except financial risks impacting planning)
- Does NOT review external audit findings in detail (beyond financial implications)

The Audit Committee is *assurance-focused* and independent of operational financial decision-making.

What the Audit Committee Does Not Do

To avoid overlap with Finance Committee, the Audit and Risk Committee:

- Does NOT set budgets or financial plans
- Does NOT make resource allocation decisions
- Does NOT monitor routine in-year financial performance (except for assurance purposes)
- Does NOT approve major spending decisions

5.7. Local Advisory Boards

Legal accountability for all aspects of the Trust lies with the Board including finance, personnel, premises, and the educational performance of the schools.

The Local Advisory Boards' (LAB) role is to provide advice and support to an individual school within the Trust in order that it achieves its aims. The LABs are designed to enable key stakeholders to get involved in the life of the school and the Trust, contribute to its development, and promote the school within the community. Individual LAB members may also be members of other Board committees including the Finance Committee.

The LABs will have direct contact with the Board through the LAB Liaison Forum which will be chaired by the Chair of the Board of Trustees. Whilst LAB members will be associated with one school, so they can get to know it well, they can also use their expertise across the Trust to support the work of the Board such as sitting on panels or serving on other Board committees.

The membership of the LAB will be reviewed by its Chair, in conjunction with the Head, and the Trust's Governance Professional on an annual basis, in terms of its breadth of representation (parents, staff and community), contribution of current members, skills/experience, diversity and the LAB's development.

It is expected that the LAB will reflect a range of stakeholder views and must include a minimum of two parents. It should also aim to have representation from the teaching and non-teaching staff and the local community.

The Local Advisory Board will:

- Pursue the overarching vision and aims of the Trust, learning from best practice and taking into account local circumstance.
- Contribute to the formation of the school's development plan and actively engage in supporting the delivery plan for it.
- Have an in-depth knowledge of the school, its standards, its strengths and weaknesses so that individual members can actively contribute or identify expertise that supports improvements in teaching and learning.
- Act as members on committees set up by the Board.
- Undertake any tasks delegated to them by the Board.
- Actively engage in the development of plans for improving local infrastructure, resourcing, and asset management.
- Actively build links with the local stakeholders particularly parents.
- Support and advise the Head.
- Act as panel members on complaints panels, disciplinary panels, appeals panels, grievance panels, exclusion panels and at contract reviews to the levels identified in the scheme of delegation.

5.8. Trustee Portfolios

In addition to the committees, the Board will also establish portfolios to lead and advise on its work in specific areas of responsibility and operations. These will include:

- Finance;
- Standards and schools' performance;
- Safeguarding;
- Asset management, ICT and GDPR;
- Audit and risk management;
- Equity, diversity and inclusion
- Family engagement incorporating family services
- Health and therapy
- Human resources;
- Marketing and communications;
- Preparing for adulthood;
- Workforce development
- CEO Liaison; and
- LAB Liaison.

Additional portfolios may be established as required by the Board.

The portfolio role will include regular and ongoing liaison with the link or lead Executive/Regional Director, Cluster Lead, Head/Service Manager or other staff as required, chairing any associated committees or working groups, reporting back to the Board and leading Board discussions in these areas.

5.9. Delegations to other staff

The Board, in consultation with Chief Executive Officer (CEO) will formulate the aims, objectives, policies and targets for the Trust. The CEO will report to the Board on progress at each meeting.

Responsibility for the internal organisation, management and control of the Trust, implementing its strategic framework and policies and the direction of the teaching and the curriculum at the Trust is delegated by the Trustees to the CEO and through her, to the Cabinet. The 'Cabinet' comprises the CEO, Deputy CEO and Chief Operating Officer (COO), and is supported by the Education Executive Team (CEO, DCEO, Regional Directors and Cluster Lead(s)). For these purposes, the Trustees shall delegate those powers and functions required by the Cabinet and Regional Directors/EET.

The CEO, and through her the Executive Directors, Regional Directors and staff are accountable to the Board for the Trust's performance. The Board will be prepared to explain its decisions and actions to anyone who has a legitimate interest. This may include staff, pupils and parents as well as a placing Local Authority, DfE Regional Director or the Secretary of State and may be on any aspect of Trust performance.

The Regional Directors or Cluster Leads will continue in the official (and legal) capacity as Headteacher of any school within the Trust where there are Heads of School in place. Where a Headteacher has been appointed, they will have the official (and legal) capacity.

The CEO will comply with any reasonable direction by the Board when acting on the Trust's behalf.

The CEO will agree and monitor appropriate delegations of authority with other staff.

Appendix 1: Scheme of delegation

To comply with Clause 105, 106 and 107 of the Articles of Association, where committee and individuals have been delegated authority by the Board, this will be set out in the Scheme of Delegation

The Scheme of Delegation will be an appendix of this Governance Charter and ratified by the Board on annual basis. Any additional or amended delegations will be ratified by the Board and documented in the Scheme of Delegation.

The Scheme of Delegation will be published as a separate appendix, alongside the Governance Charter

Appendix 2: Terms of reference for Board committees and groups

To comply with Clause 106 of the Articles of Association, where any power or function of the Trustees is required to be exercised by any committee (including any Local Advisory Board), any committee that does not comprise a majority of Trustees, shall report to the Board for ratification of any action or decision that they recommend with respect to the exercise of that power or function - before implementing that action or decision. It is up to each committee to decide its meeting pattern for the year dependent upon need and context.

Ap2 - A. Finance Committee (Delegated)

Purpose

To provide **strategic oversight and challenge** on the Trust's financial planning, sustainability, and resource allocation, ensuring that resources are used efficiently to support educational outcomes.

Composition

The Finance Committee will comprise:

- The Chair of the Board of Trustees (the Board)
- The Finance Trustee portfolio holder, who will also act as Chair for the committee
- At least 2 further Trustees
- The Chair of the Audit & Risk Committee will have a standing invitation to attend as they feel appropriate.
- The Chief Operating Officer (as Chief Financial Officer) should attend to provide information and participate in discussions
- The Chief Executive Officer, (as Accounting Officer), will have a standing invitation to attend to provide information and participate in discussions

The Finance Committee may also include representation from Local Advisory Boards (maximum 2).

Quorum

3, of which the majority must be Trustees.

Responsibilities

A detailed set of accountabilities and responsibilities across the Trust is contained within the Scheme of Delegation. The Finance Committee will meet a minimum of 6 times during the academic year to oversee:

Financial management strategy

- Recommend to the Board the annual budget and 3-to-5-year financial plan
- Monitor financial sustainability, including:
 - Pupil number projections
 - High needs funding pressures (relevant to special schools)
 - Staffing cost ratios and affordability
- Consider the levels of top up fee charged across the Trust.
- Investment and reserves strategy.

Budget and financial performance

- Scrutinise:
 - Monthly/termly management accounts

- Budget variances and forecasts
- Affordability of staffing structures and pay proposals
- Staffing trends in relation to budget
- Ensure timely corrective actions are taken
- Monitor key financial metrics including benchmarking where available and relevant
- Review and recommend:
 - Major expenditure proposals
 - Capital investment plans
- Ensure value for money across staffing, procurement, and service delivery
- Oversee estates and capital prioritisation

Compliance

- Ensure the Trust is operating within its funding agreement.
- Approve including the Statement of Internal Control.
- Receive reports from the Audit and Risk Management portfolio holder and action where necessary, including audit and risk management arrangements

Financial policies

- Review and recommend to the Board approval of the financial elements of the Scheme of delegation
- Review and ratify under delegated authority:
 - Finance policy
 - Reserves and investment policy
 - Staff travel policy
 - Expenses policy for the governance community
 - Post-16 bursary policy
 - Charging and remissions policy

Reporting

The Committee Chair (Trustee portfolio holder) will report to the Board after each meeting, providing:

- Budget updates and recommendations
- Financial performance updates
- Early warnings on financial sustainability

Ap2 - B. Performance Management Committee (Delegated)

Purpose

The Performance Management Committee oversees the performance development of senior members of the Trust.

Composition

The committee will comprise 3 Trustees, one of whom will be the Chair of the Board of Trustees. The CEO will also be part of the committee in respect of the Cabinet's performance development for other cabinet members.

Quorum

At least eligible two Trustees must participate if decisions are to be made, one of whom must be the Chair of the Board of Trustees.

Responsibilities

The performance management committee will

- Meet to set development goals for the CEO in line with the Trust's Performance Development Policy. The Chair will monitor performance against the development goals throughout the year.
- Decide whether the previous development goals have been achieved.
- .
- Receive a report annually from the CEO about the performance of the senior leaders (cabinet and EET).
- Make recommendations to the Remuneration Committee in respect of awards, including a statement in relation the impact of development goals, or relevant mitigations.
- Consider affordability as advised by the COO and/or Finance Committee.
- Consider any relevant matters in relation to the wellbeing and professional growth of the CEO, making recommendations to the full Board where appropriate.

The Chair of the Board of Trustees, as Chair of the Performance Management Committee, will also attend the final performance review meeting for other members of the Cabinet jointly with the CEO.

Appointing external consultants

Trustees may use a suitably qualified consultant to guide them in setting objectives or reviewing performance.

Ap2 - C. Remuneration Committee (Advisory)

Purpose

The committee will oversee all issues related to remuneration.

Composition

The remuneration committee will comprise:

- 3 Trustees, and
- the CEO (except discussions/decisions relate to the CEO).

Quorum

At least 2 Trustees must be present if decisions are taken.

Responsibilities

The committee will

- Oversee and recommend the Trust's Pay Policy, making recommendations to the Board of Trustees as necessary, including suitable salary ranges, for teachers, support staff, senior leaders and other designated staff on specific salary scales. Consideration of pay ranges should include a statement of affordability from the COO.
- Meet as necessary to discuss remuneration and/or related matters.
- Make recommendations to the Board on the level of senior staff remuneration, based on recommendations from the:
 - Performance Management Committee in relation to the CEO
 - CEO and the Chair of the Board of Trustees (as Chair of the Performance Management Committee) in relation to other cabinet and EET members.

Recommendations award pay progression should include a statement:

- In relation the completion and impact of goals set as part of the Trust's performance development arrangements, or relevant mitigations for senior staff, and
- Affordability from the COO and/or Finance Committee for all recommendations relating to pay.

Ap2 - D. Audit and Risk Committee (Advisory)

Purpose

To provide **independent assurance** to the Board of Trustees (the Board) on the adequacy and effectiveness of the Trust's **governance, risk management, internal control, and compliance frameworks**.

At least annually, the Committee will review the terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Composition

The committee will comprise:

- Three Trustees, one of whom will chair the committee
- One external member, suitably skilled, experienced and independent of the Trust

The Chief Operating Officer (as Chief Financial Officer) should attend to provide information and participate in discussions.

Membership must NOT include Chair of the Board and should exclude those heavily involved in financial decision-making where possible. At least one member with strong audit/risk expertise

The committee shall meet at least four times a year, at appropriate intervals in the reporting and audit cycle and otherwise as required.

Quorum

There must be a majority of Trustees for the meeting to be quorate. Where necessary, one Trustee (preferably the Chair and portfolio holder) may effectively hold the meeting, provided that all members have received the papers and been able to comment.

Key Responsibilities

Internal Scrutiny (Core Function)

- Oversee the programme of internal scrutiny in line with the Academy Trust Handbook:
 - Approve internal audit plan
 - Monitor delivery and quality of internal scrutiny work
 - Review reports and ensure recommendations are implemented
- Ensure independence of internal scrutiny providers

Risk Management

- Review and recommend the Trust-wide risk management framework including risk appetite and tolerance
- Scrutinise the **strategic risk register**, ensuring:
 - Key risks are identified

- Risk mitigations are effective
- Report to Board on emerging risks
- In relation to the Board's reporting responsibilities in the annual report:
 - Monitor and review the effectiveness of the Trust's risk management, including the risk register and internal control systems.
- Review and approve the statements to be included in the annual report concerning internal controls and risk management.

Internal Control & Assurance

- Assess adequacy of:
 - Financial controls (high-level assurance only)
 - Non-financial controls (e.g. safeguarding, operational)
- Seek assurance systems are functioning effectively across the Trust
- Oversee and seek suitable assurance regarding the adequacy and effectiveness of the Trust's processes and procedures to manage risk and the internal control framework, including the design, implementation and effectiveness of those systems.

External Audit & Accounts

- Meet regularly with the external auditor (including once at the planning stage before the audit and once after the audit at the reporting stage) and, at least once a year, meet with the external auditor without management being present, to discuss the auditor's remit, review its work and any issues arising from the audit
- Assess annually the external auditor's independence and objectivity considering relevant law, regulation, the FRC's Ethical Standard and other professional requirements and the Trust's relationship with the auditor, including any threats to the auditor's independence and the safeguards applied to mitigate those threats including the provision of any non-audit services
- Review any representation letter(s) requested by the external auditor before it is (they are) signed by the senior leadership team
- Review:
 - Annual financial statements
 - External audit findings report
- Monitor management responses to audit recommendations
- Seek to ensure coordination of the external audit with the activities of the internal audit function.
- Recommend appointment of external auditors

Compliance & Regularity

- Review:
 - Regularity, propriety, and compliance with the Academy Trust Handbook
 - Related party transactions
- Ensure systems are in place to prevent fraud and irregularity

Engagement with members and stakeholders

- Provide a statement for inclusion in the Board Chair's report to the Members' Annual General Meeting
- Engage other key stakeholders on significant matters related to the committee's areas of responsibility.

Whistleblowing, Fraud & Investigations

- Oversee:
 - Anti-fraud policy
 - Whistleblowing arrangements
- Receive reports on significant incidents

Reporting

Reports directly to the Board after each meeting by sending its minutes after each meeting to the Board and Finance Committee Chairs.

The Committee Chair (Trustee portfolio holder) will also update the full Board as and when appropriate. The committee shall make whatever recommendations to the Trust Board it deems appropriate on any area within its remit where action or improvement is needed.

The Committee shall compile a report on its activities to be included in the Trust's annual report.

The Committee provides:

- Annual assurance opinion (as required by ATH)
- Updates on internal scrutiny findings
- Risk and control effectiveness summary

The Committee will:

- Review the annual report and accounts and advise the Finance Committee on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for Members and other stakeholders to assess the Trust's performance.
- Support the Accounting Officer in producing the governance statement within the audited accounts which demonstrates the Trust's ability to secure value for money.

Ap2 - E. Local Advisory Boards (Advisory)

Purpose

The Local Advisory Boards' (LAB) role is to provide advice and support to an individual school within the Trust in order that it achieves its aims. The LABs are designed to enable key stakeholders to get involved in the life of the school and the Trust, contribute to its development, and promote the school within the community. Individual LAB members may be members of other Board committees.

Legal accountability for all aspects of the Academy lies with the Board of Trustees including finance, performance, personnel, and premises.

Constitution

The LABs should reflect the views of the schools' stakeholders. As such, they should be suitably representational including staff members, the local community and at least 2 elected parent members (the minimum number of parental representatives is statutory and included within the Articles of Association).

The school will regularly canvas parents, staff, and community members in order to recruit new talent. Interested parties will be asked to send an expression of interest to the Chair of the LAB. The decision to appoint a new member will be made jointly by the Chair and the Head. The Chair will inform the Board, the Clerk and Trust's Governance Professional once a new member is appointed.

All prospective members will be required to undertake vetting checks including an enhanced DBS and Section 128 register check, and every member must make an annual declaration of interest, sign the Trust's Governance Code of Conduct and undertake annual safeguarding training.

The LAB Chair will be appointed annually by the Board.

Meetings of the LAB will be clerked, and the minutes will be made available on the individual school website. The Trust's Governance Professional, in conjunction with the Clerk, will maintain and publish a register of pecuniary interests of LAB members. Each LAB will decide on the nature and frequency of meetings in line with the needs of the school and in discussion with the Head and Trust's Governance Professional.

The Chair, in consultation with the Head, Chair of The Board of and the CEO will have the power to remove a LAB member should it be perceived that the said member is disruptive or is in some way impacting negatively on the effective functioning of the LAB or that their commitment, contribution and/or conduct falls below the levels expected.

Composition

The Local Advisory Boards **will** comprise:

- A Chair, appointed by the Board of Trustees, who will not be a member of staff

- The Headteacher or Head of School (the Deputy/Assistant may deputise or attend in addition)⁴
- A **minimum** of 2 parents of pupils currently in the school⁵

It **should** also comprise:

- Members of the school staff⁶
- Members of the local community

It may also comprise:

- One or more Trustee(s) and/or Member(s)*
- Additional members as appointed by the LAB for specific purposes.

Where there is a Head of School in post, there will be a standing invitation to the Executive Head.

The LAB will also aim to appoint a Deputy-Chair from its parental or community members.

* The Board recognises the need for, and value of, maintaining an effective conduit with the Local Advisory Boards. The primary route is through the LAB Liaison forum, but some Trustees may also wish to sit on a LAB, to enhance their own knowledge of a school's priorities and progress. The Board may also consider it helpful on occasion, to assign a Trustee to support a LAB, for a period.

Quorum

There is no set quorum as this is an advisory forum, but either the Head, Executive Head or Deputy/Assistant Head should be present. Where the Chair cannot be present, the Deputy Chair (or another member nominated at the meeting) will chair the meeting in their absence.

Responsibilities

The Local Advisory Board will:

- Pursue the Trust's overarching vision and aims, learning from best practice and considering local circumstance.
- Support and advise the Head.
- Actively build links with local stakeholders, particularly parents.
- Contribute to the formation of the school's development plan and actively engage in supporting the delivery plan for it.

⁴ For the joint Grand Union Village/Moorcroft LAB, this will mean both Heads, plus a standing invitation to the Head of Pinkwell Satellite.

⁵ For the joint Grand Union Village/Moorcroft LAB, both schools should have parental representation

⁶ For the joint Grand Union Village/Moorcroft LAB, both schools should have staff representation

- Have a good knowledge of the school, its standards, its strengths and weaknesses so that individual members can actively contribute or identify expertise that supports improvements in teaching and learning.
- Act as panel members on complaints panels, disciplinary panels, appeals panels, grievance panels and at contract reviews to the levels identified in the scheme of delegation.
- Act as members of other Board committees.
- Undertake any tasks delegated to them by the Board.
- Actively engage in the development of plans for improving local infrastructure, resourcing, and asset management in support of the Head.

Ap2 - F. Asset Management Strategy Group (Advisory)

Purpose

The Strategy Group will:

- Have oversight of the Trust's assets with regards to maintaining and developing premises
- Ensure a Health and Safety policy and effective governance arrangements are in place at each school and across the Trust
- Provide support and guidance for the Board and the Chief Operating Officer on matters relating to the maintenance and development of the Trust's estate, including Health and Safety

Composition

The asset management strategy group will comprise:

- the Trustee portfolio holder for Asset Management, ICT & GDPR who will chair the group,
- the COO, and
- additional members as the Chair and COO decide.

Quorum

There is no quorum as this is an advisory group but in the event of an expanded group, either the Trustee portfolio holder or COO should be present.

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Responsibilities

The committee will:

- Maintain oversight of the Trust's assets with regards to maintaining and developing premises
- Commission and review condition reports on all Trust schools and sites
- Establish and monitor a 5-year plan for works cross the Trust's schools and sites
- Undertake an annual review of planned works
- Develop, review and maintain the methodology for allocation of the Trust's Schools Condition Allocation grant
- Receive recommendation from Cabinet on the annual allocations to schools from the SCA grant and make recommendations to the Finance Committee for approval
- Receive and consider options for other significant building projects.
- Review of significant capital projects
- Ensure that tenders, contracts, and works over £10,000 are suitably and professionally managed and that update reports are received at agreed intervals.

- Monitor progress on SCA funded and other capital projects.
- Ensure a Health and Safety policy and effective governance arrangements are in place at each school and across the Trust and monitor compliance with Health and Safety legislation
- Ensure and monitor appropriate accessibility plans are in place across the Trust's schools
- Maintain an overview of the Trust's IT Strategy

Ap2 - G. LAB Liaison Forum (Advisory)

Purpose

The forum provides a direct link to share information between the Board and LAB Chairs and to share good practice and resources between LABs.

Composition

The forum will comprise:

- Chair of the Board of Trustees, who will chair the forum
- CEO
- Chairs of the Local Advisory Boards and Dene Road Committee, or their representative(s)

Quorum

There is no set quorum as this is an advisory and information sharing forum but either the Board Chair or CEO should be present.

Responsibilities

The forum will:

- Share information on recent and planned Board meetings and discussions.
- Share information on recent and planned LAB meetings, including those of the Dene Road Committee, particularly in relation to stakeholder engagement.
- Share good practice.
- Provide a conduit for peer review working between LAB Chairs.
- Provide a forum for the Board to consult LAB Chairs as appropriate.

Appendix 3: Terms of Reference for Board Portfolio Holders

Ap3 - A. Finance

Purpose

To act as a link between the Board and the Trust's finance planning and operations through the Chief Operating Officer (COO), acting as an objective sounding board for the COO, undertaking regular reviews of the financial planning, position and reporting and providing regular information to the Board of Trustees.

Responsibilities

The Portfolio holder will:

- Review regular reports from the COO.
- Chair half-termly meetings of the Finance Committee to discuss the Trust's financial position, including income, expenditure, commitments, and forecasts and report key issues back to the Board.
- Scrutinise the development of the annual and 3-year budgets.
- Discuss budget implications of major initiatives, current commitments, and changes to existing arrangements or external influences on budgets.
- Keep up to date with statutory guidance relating the Academy Trust Handbook and relevant sections of the Academy Trust Governance Guide.
- Provide advice, where requested, to the Remunerations Committee on the financial affordability of the Performance Management Committee's recommendations on senior pay awards.
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

Cabinet Links

The portfolio holder will liaise regularly with the COO.

Ap3 - B. Standards and Schools' Performance

Purpose

The portfolio holder will have an oversight of the standards and performance in the schools across the Trust including the quality of teaching, leadership and management, the statutory requirements for Trustees (as governors) in relation to standards and pupil outcomes and to lead the Board's preparedness for Ofsted inspections.

Responsibilities

The Portfolio holder will:

- Keep up to date with statutory guidance relating to schools and Trust performance
- Build an understanding of:
 - the approach that schools' assessment coordinators currently use to discuss their school level work on setting and tracking standards and to collaborate on ideas and good practice
 - the range of learning assessment frameworks being used within the Trust, based on factors such as key stages covered and special educational needs of the pupil population;
 - the process's schools use for setting individual learning targets for pupils, plus ancillary issues such as the role of therapists and LSAs or ways of managing target setting at key transition points, especially where feeder schools are outside the Trust;
 - Schools' current assessment of progress, including appropriate setting of targets, and projected/actual progress both the mid-year and year end;
 - the kind of data being collected, approaches to analysing it, and the different purposes for which this is carried out.
 - the quality of schools against the Excellence Framework
- Provide the Board with an interpretation of data and information from schools to enhance Trustees' understanding.
- Review pupil outcomes in terms of destinations.
- Ensure the Board are aware of the requirements on Trustees in relation to the current Ofsted framework.
- Act for the Board in respect of considering the reinstatement of an excluded pupil.
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the

portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

Cabinet Links

The portfolio holder will meet regularly with the Regional Directors and Deputy CEO.

Ap3 - C. Safeguarding

Purpose

To have oversight of the safeguarding context across the Trust including an overview of the policies and procedures in place and whether these are up-to-date and reflect recent changes in legislation, the workload of those responsible for managing safeguarding issues, whether staff and Trustees have had all the training they need, a sense of the Trust's safeguarding strengths, and any priorities for the next year.

Responsibilities

The Portfolio holder will:

- Keep up to date with statutory guidance relating to safeguarding and child protection and any advice issued by the local safeguarding children board (LSCB)
- Attend safeguarding training to at least Level 3 (advanced safeguarding for DSLs)
- Meet regularly with the Lead of the Safeguarding Hub to monitor that the schools' policy and procedures are effective, and all staff and volunteers have had the appropriate level of training (as applicable).
- Report back to the Board about safeguarding issues and developments
- Through the Safeguarding Hub
 - ensure the Board and has suitable and up-to-date policies for:
 - Child protection
 - Staff code of conduct/staff behaviour
 - Handling allegations against staff and volunteers
 - ensure each school has appropriate safeguarding responses to children who go missing from education, to help identify the risk of abuse and neglect and help prevent further incidents
 - ensure the Trust and each school has appropriate online filters and monitoring systems in place
 - ensure that each school has appointed a designated safeguarding lead (DSL) and appropriate deputies
 - ensure that each school has appointed a designated teacher to promote the educational achievement of looked after children, and that this person has appropriate training
 - ensure the curriculum covers safeguarding, including online safety
- Through the Safeguarding Hub and the Trust's Governance Professional, monitor the single central record (SCR) to ensure that the appropriate recruitment checks on staff, volunteers, Members, Trustees and LAB/Committee members are complete.

- In conjunction with the Safeguarding Hub and the Trust's Governance Professional, ensure there are appropriate arrangements for all Trustees, Members, LAB and Committee members to develop their understanding of their safeguarding responsibilities through online or school-based training to at least Level 1 and that training has been completed on an annual basis.
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

Cabinet Links

The portfolio holder will meet at least half-termly with the Trust's safeguarding lead (Regional Director – South).

Ap3 - D. Asset Management, ICT and GDPR

Purpose

To have an oversight of the Trust assets with regards to maintaining and developing premises, paying due regard to health and safety and the provision of fit for purpose, attractive environments for children and young people.

Responsibilities

The Portfolio holder will:

- Chair the Asset Management Strategy Group
- Have an oversight of the Trust assets with regards to maintaining and developing premises.
- Ensure a Health and Safety policy and effective governance arrangements are in place at each school and across the Trust.
- Provide support and guidance for the Board of Trustees, Local Advisory Boards, the Chief Operating Officer and the Cabinet on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- Liaise with the Chief Operating Officer to ensure asset registers are maintained in accordance with financial procedures.
- Liaise with the Chief Operating Officer to establish and implement a Buildings Maintenance strategy.
- Have oversight of compliance with Health and Safety legislation.
- Receive, discuss, and resolve any H&S issues that are escalated from schools and where necessary, escalate issues to the Board.
- Liaise with the COO in respect health & safety updates to the Board.
- Keep under review the schools' accessibility plans.
- Liaise with the Chief Operating Officer to advise the Finance Committee on priorities relating to premises development and building projects across the Trust.
- Have an overview and an active role in advising the Board on:
 - the methodology for allocation of the Trust's Schools Condition Allocation grant;
 - the annual allocations to schools from the SCA grant;
 - progress on SCA funded projects.
- Receive and consider options for significant building projects from the Chief Operating Officer.
- Provide commentary and/or advice to the Board of Trustees to inform their decision making on potential significant building projects.

- Ensure that tenders, contracts, and works over £10,000 are suitably and professionally managed and that update reports are received at agreed intervals.
- Escalate to the Board any areas of concern in respect of project delivery.
- Liaise with the Chief Operating Officer to advise the Board on priorities relating to the Trust's ICT strategy and how this supports teaching and learning, school/service development planning and operational requirements.
- Have an oversight of the implementation of the Trust's ICT strategy and ensuring issues are escalated to the Board where appropriate.
- Have an oversight of the Trust's ICT assets with regards to ensuring registers are maintained appropriately.
- Liaise with the Chief Operating Officer in relation to the implementation of ICT Usage and e-safety policies.
- Liaise with the internal DPO to monitor compliance in relation to GDPR and data protection, keep up to date with data protection changes, add data protection to meeting agendas where necessary and request any specific information
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

Cabinet and other staff links

The portfolio holder will meet at least termly with the Chief Operating Officer.

Links with other staff

The portfolio holder may also liaise with:

- ICT Manager in relation to aspects of ICT,
- Internal DPO in relation to GDPR/data protection, and
- Governance Professional in relation to risk.

Ap3 - E. Human Resources

Purpose

To provide support and challenge to senior leaders in respect of HR issues and workforce development, acting as an objective sounding board for the procurement of services and providing additional context to the CEO's reports to the Board.

Responsibilities

The Portfolio holder will:

- Build an understanding of the HR services available to the Trust and its schools through the current outsourced providers along with the range, scope, quality and delivery of professional development services provided across the Trust
- Chair meetings of the Remunerations Committee.
- Commission research or analysis work as required and agreed with the CEO and/or Remunerations Committee.
- Provide support and challenge to the CEO and other senior leaders including the Deputy CEO and Workforce Development Manager in relation to plans to develop new or expanded service provision, including any expansion of professional development services, teacher training and the development of online training.
- Keep up to date with current HR issues including:
 - Recruitment and retention
 - Remuneration
 - Workforce development and training.
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

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Cabinet and other staff links

The portfolio holder will liaise as regularly with the CEO, and with the Chief Operating Officer, the Deputy CEO, and the Workforce Development Manager as necessary.

Links with other staff

The portfolio holder will also liaise as necessary with:

- The Trust's Senior HR Adviser

- Regional Directors, Heads and/or Service Managers in relation to ongoing projects

The Trust's Governance Professional in relation to HR policy management and the administration of the Remunerations Committee.

Ap3 - F. Audit & Risk Management

Purpose

To provide support and challenge to senior leaders in respect of regularity and risk and oversee arrangements for internal and external audit arrangements. The portfolio holder will also chair the Audit & Risk Committee.

Responsibilities

The Portfolio holder will:

- Lead the Audit & Risk Committee's work in respect of audit and risk management as set out in that committee's terms of reference
- Build an understanding of the Trust's arrangements in respect of:
 - Regularity, including the viability of financial regulations and procedures and advising the Finance Committee on the ratification of the Trust's Finance Policy.
 - External and internal audit arrangements.
 - Risk management, including regular oversight of the Trust's risk registers, and escalating any significant issues to the Board as appropriate. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

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Cabinet and other staff links

The portfolio holder will liaise as regularly with the Chief Operating Officer and with the CEO as necessary. They will also work in conjunction with the Finance portfolio holder on areas of common interest.

Links with other staff

The portfolio holder will also liaise as necessary with:

- The Regional Business Managers in relation to finance operations
- The Head of Governance, Policy & Compliance in relation to the Trust's risk registers.

Ap3 - G. Health and therapy

Purpose

To act as a link between the Board and the Trust's senior leaders, Regional Directors, and Therapy Services Therapy Services Manager acting as an objective sounding board for the development of services and providing additional context to the CEO's reports to the Board.

Responsibilities

The Portfolio holder will:

- Build an understanding of the range and scope of the healthcare requirements of our children and young people and the mechanisms by which this provided by local authorities and the NHS, together with the therapy services provided across the Trust.
- Provide support and challenge to the Deputy CEO and Regional Directors in relation to strategies to liaise with local authorities and healthcare providers along with plans to develop new or expanded therapy service provision, including any expansion of central services in the northern hub.
- Keep up to date with current issues relating to the healthcare elements of EHCPs, including the alignment with NHS provision for physical therapies and SaLT.
- Provide support and challenge to the Deputy CEO and Regional Directors regarding the Trust's responsibilities and requirements under the Children's Wellbeing and Schools Act 2026 and associated DfE guidance in relation to allergy safety in the Trust's schools.
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

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Cabinet and other staff links

The portfolio holder will liaise regularly with the Deputy CEO, Therapy Service Manager and Regional Directors as necessary.

Links with other staff

The portfolio holder may also meet/liaise with Service Managers, as necessary.

Ap3 - H. Family Engagement, incorporating Family Services

Purpose

To act as a link between the Board and the schools in relation to their work in engaging with and supporting our pupils' families.

Responsibilities

The Portfolio holder will:

- Build an understanding of the scope and quality of services provided to support our families across the regional hubs
- Provide support and challenge to Regional Directors in relation to developing new or expanded service provision, including the in-house provision of summer/holiday clubs
- Keep up to date with current issues relating to family support and engagement
- Facilitate and support the sharing of good practice between schools and family services teams
- Maintain an overview of LAB activity in relation to family engagement
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

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Cabinet and other staff links

The portfolio holder will meet at least termly with the Regional Directors in relation to family services.

Links with other staff

The portfolio holder may also meet/liase with Heads, service managers and other school /service staff as necessary.

The portfolio holder may also liaise with the Marcomms Manager in relation to the support for schools' communications with parents.

Ap3 - I. Preparing for adulthood

Purpose

To act as a link between the Board and the schools in relation to their preparing for adulthood, including careers, provision and on pupil destinations after leaving the Trust.

Responsibilities

The Portfolio holder will:

- Build an understanding of the scale and scope of careers and preparation for adulthood across the Trust's different settings
- Have an understanding of post-19 destinations and any capacity issues that arise within this
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

Cabinet and other staff links

The portfolio holder will meet at least termly with the Deputy CEO and/or Chairs of the cross-Trust 14-19 group.

Links with other staff

The portfolio holder may also meet/liase with Heads, service managers and other school /service staff as necessary.

Ap3 - J. Equity, diversity and inclusion

Purpose

To act as a link between the Board and the wider Trust in relation to equity, diversity and inclusion matters. To lead the Board's scrutiny of the Trust's compliance with the single equality policy and initiatives within the strategic plan.

Responsibilities

The Portfolio holder will:

- Meet with the CEO, to discuss any issues and how these are being addressed
- Report back to the Board on how the Single Equalities Policy is being implemented and progress on relevant actions from the strategic and Trust development plans
- Ensure they are familiar with all relevant legislation and the contents of this document
- Attend appropriate equality and diversity training
- Report back to the full board of Trustees regarding any issues

Cabinet and other staff/colleague links

The portfolio holder will meet with the CEO as necessary.

Links with other staff

The portfolio holder may also meet/liaise with the Deputy CEO, Regional Directors and working group leads as appropriate from time-to-time. The portfolio holder will also liaise with the HR portfolio holder in relation to the analysis of recruitment and retention data and trends.

Ap3 - K. Marketing and Communications

Purpose

To act as a link between the Board and the Marketing and Communications Team (Marcomms) in relation to the Trust's internal and external communications.

Responsibilities

The Portfolio holder will:

- Build an understanding of the Trust's internal and external communications, including:
 - Development of the Trust and schools' websites
 - Development of a staff intranet
 - Trustee communications with staff
 - External marketing initiatives
- Monitor the impact of relevant activities in the Trust strategy.
- Escalate potential risks related to the portfolio, to the COO and the Trust's Governance Professional so that they can be assessed for inclusion on the Trust's risk register. They will also review any risks associated to the portfolio on the register, to satisfy themselves and the Board that these are being appropriately mitigated and managed.

Cabinet and other staff links

The portfolio holder will meet/liase with members of the Executive Team, as necessary.

Links with other staff

The portfolio holder will liaise regularly with the:

- Marketing and Communications Manager.

Ap3 - L. CEO Liaison

Purpose

To build and maintain an effective relationship with the CEO, providing appropriate challenge and support. This activity will principally be the responsibility of the Chair of the Board.

The relationship between the Board Chair and the CEO is one of the most important working relationships in the Trust and is crucial to effective governance. The Chair and the CEO should work in close partnership, while recognising and respecting the differing roles and responsibilities.

A strong and visible working relationship between the Chair and the CEO creates a culture which recognises that the Trust leadership team includes all executive and school leaders as well as Trustees and encourages openness, support and challenge throughout the Trust.

Responsibilities

The Chair will:

- Liaise regularly with the CEO to:
 - Discuss current activities;
 - Receive updates on agreed activities;
 - Discuss progress on targets and any which may need amending as part of ongoing performance management;
 - Act as a sounding board and critical friend for the CEO;
 - Discuss progress towards the Trust's strategic objectives;
 - Consider activities undertaken by other Trustee portfolio holders;
 - Discuss Board agendas and business, in conjunction with the Head of Governance, Policy & Compliance where appropriate;
 - Discuss governance issues, in conjunction with the Head of Governance, Policy & Compliance where appropriate.

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Cabinet and other staff links

The Chair may in addition to the CEO, meet/liaise with other members of the Executive Team, as necessary.

Links with other staff

The Chair will liaise regularly with the Head of Governance, Policy & Compliance.

Ap3 - M. LAB Liaison

Purpose

To act as a link between the Board of Trustees and LAB Chairs.

Responsibilities

The Portfolio holder will:

- Chair meetings of the LAB Liaison forum
- Share information with LAB Chairs on recent and planned Board meetings and discussions.
- Share information with the Board on recent and planned LAB meetings and activities.
- Promote the sharing of good practice between LABs and peer reviews between LAB Chairs.

Cabinet and other staff links

The portfolio holder will meet/liaise with the CEO ahead of LAB Liaison meetings, as necessary.

Links with other staff

The portfolio holder will liaise regularly with the Trust's Governance Professional.