



Trust Board and Committees: Terms of Reference

We monitor the impact of all policies on pupils, staff, parents and trustees with particular reference to the impact on the progress and wellbeing of pupils. As a community school we believe that our policy should reflect our ethos, which calls us to strive for 'excellence through endeavour'.

Responsibility	Trust Board	
Ratification date	18 12 2018	
Review cycle / date	1	Autumn 2019
Reference	006	

Terms of Reference

Contents

Organisational Structure	3
Setting and monitoring the strategic direction of the school	3
Day-to-day management of School	3
The School Development Plan (SDP)	3
Annual Financial Plan and Budget	4
Appendix 1. Finance and Resources Committee	5
Appendix 2. Pupils, Parents and Community Committee	8
Appendix 3. Teaching and Learning Committee	9

1. Organisational Structure

The Richmond upon Thames School Trust is a Company Limited by Guarantee and as such is regulated by the Companies Act 2006 as well as the corpus of law relating to academies. In this document the term "Trust Board" refers to what in Company Law parlance would be known as the Board of Directors, and the committees are thus committees of that Board and such terms should be interpreted accordingly.

The Trust Board has responsibility for setting and monitoring the overall strategic direction of the charitable company, approving decisions reserved to governors and appointing key members of staff.

Throughout the management of the school and in the conduct of the Trust Board, the emphasis is on openness, accessibility and accountability. Trustees are encouraged to, and do, participate fully in the work of the committees and the Trust Board and are encouraged to bring matters of concern before trustees.

Decisions are taken at meetings of the Trust Board in consideration of reports and recommendations from trustees' committees and the Head Teacher. Members of staff, in addition to the Head Teacher and Deputy Head Teacher, attend committee meetings to present reports in their areas of responsibility, for example curriculum development and special educational needs.

2. Setting and monitoring the strategic direction of the school

- A committee of trustees undertakes the annual performance review of the Head Teacher and monitors performance and achievements against targets.
- Individual trustees assume responsibility for particular areas of school life, for example health and safety, special educational needs, and report thereon.
- Ad hoc groups of trustees are established to consider specific issues and make recommendations to the board, for example around discipline, pupil exclusions and admissions.
- Annually, after publication of examination results, trustees undertake a thorough review of the results and consider implications for the curriculum and pastoral activities within the school.

3. Day-to-day management of School

The day-to-day management of The Richmond upon Thames School rests with the Head Teacher who has overall responsibility for the school. The Head Teacher is responsible for leading the Senior Leadership Team ('SLT'), including the Deputy Head Teachers.

4. The School Development Plan (SDP)

- Each year the SLT meets to prepare the SDP and this is subsequently presented to trustees for consideration, challenge and approval.
- The plan details academic and educational targets, includes strategic aims, and initiatives to further develop the school community.
- An objective of the SLT is to ensure all round excellence within the school and the best possible education for students and promote good working conditions for staff.
- Once agreed, the Head Teacher with the SLT has the responsibility of delivering the plan and reporting progress on a regular basis to the various committees and ultimately the Trust Board.
- Trustees monitor the school's progress throughout the year and contribute to the school's self evaluation.

5. Annual Financial Plan and Budget

- Coordinated with the objectives of the SDP is the annual financial plan and budget, which is the responsibility of the Head Teacher and Finance & HR Manager who present it to the Finance and Resources Committee for consideration and challenge prior to making a recommendation to the Trust Board.
- Once approved, the Finance & HR Manager monitors income and expenditure and will regularly report the financial status of the school to the Head Teacher, Finance and Resources Committee, and the Trust Board.
- The Head Teacher is the Accounting Officer and works closely with both the other trustees and the senior staff of The Richmond upon Thames School.

The full Trust Board meets four times each year. **All decisions referred to the trustees are taken by the board as a whole.** Committees meet at least four times each year to consider detailed matters and recommend decisions to the full Trust Board. There are three committees: Finance and Resources, Teaching and Learning and Pupils, Parents and Community.

Finance and Resources Committee

Purpose

- To assist the decision making of the Trust Board, by enabling more detailed consideration to be given to the best means of fulfilling the Trust Board's responsibility to ensure sound management of the School's finances and resources, including proper planning, monitoring and probity.
- To provide assurances to the Trust Board that risks are being adequately identified and managed by reviewing the risks to internal financial control at the School and agreeing a programme of work to address, and provide assurance on, those risks.
- To make appropriate comments and recommendations on such matters to the Trust Board on a regular basis.
- Major issues will be referred to the full Trust Board for ratification.

Membership

The membership of this group shall be a minimum of three governors and shall include the Head Teacher. The chairman will be chosen by this group. The Finance and HR Manager shall be a co-opted member of the group and the group will co-opt other members to assist it to discharge its responsibility effectively. The Clerk to the Trust Board will act as Committee Secretary.

Quorum

For the purposes of any vote, the quorum shall be three voting members, including the Head Teacher or the Finance and HR Manager in his/her absence.

Meetings

The group will meet at least six times per year, the timings of which will be set to match the deadlines for important decisions. Seven days' notice will usually be given.

Terms of Reference:

The committee is authorised to cover:

Finance

1. To consider the School's indicative funding, notified annually by the Department of Education through the Education Skills Funding Agency and to assess its implications for the School, in consultation with the Head Teacher and the Finance and HR Manager, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trust Board.
2. To consider and recommend acceptance/non-acceptance of the School's budget, at the start of each financial year.
3. To contribute to the formulation of the School's development plan, through the consideration of financial priorities and proposals, in consultation with the Head Teacher, with the stated and agreed aims and objectives of the School.
4. To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
5. To monitor and review expenditure at regular points within the financial year, with the aim of ensuring compliance with the overall financial plan for the School, including the management of reserves, and with the financial regulations of the Department of Education and its agencies, drawing any matters of concern to the attention of the Trust Board.

6. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements along with all other aspects of financial control, where appropriate to make recommendations for improvement.
7. To agree the financial statements that form part of the annual report of the Trust Board to parents and for filing in accordance with the Companies Act and Charity accounting requirements
8. To agree and manage a programme of risk review and checking of financial controls and to then receive these reports along with the auditors' and then to recommend to the full Trust Board action as appropriate in response to these findings.
9. To recommend to the full Trust Board the appointment or reappointment of the auditors of the School.
10. Approval of contracts valued at £50k - £100k (if outside of budget) and £100k - £250k (if within budget)
11. Approval of payments over £100k
12. Approval of any request for a corporate credit card
13. Writing off debts
14. To consider, and if appropriate, ratify, or to refer to the Trust Board for ratification, emergency decisions having a financial implication taken by the Head Teacher, the Chair of Trustees, or other persons, which are outside of their remit as defined by the financial delegation matrix. Such emergency decisions must be taken in the best interest of the school.

Premises and Resources

1. To review annually the School's asset management plan and strategic plans for the site development and capital projects and advise upon, and monitor, maintenance, repair and refurbishment with the aim of ensuring that the School environment is conducive to quality learning and the effective delivery of the curriculum.
2. To provide guidance to the Full Trust Board on all tenders and contracts covering the management and maintenance of the School site, other than those delegated to the Head Teacher and Finance and HR Manager.
3. To monitor, with the aims of ensuring that the School operates within, the requirements of planning and building control regulations and health and safety guidance, and complies with the recommendations of the health and safety audit.
4. To oversee the implementation of data protection and privacy (GDPR)

Staffing

1. To receive and review reports and proposals from the Head Teacher, and report to the Trust Board, on the overall cost, size, structure, mix and composition of the staffing establishment of the School, with the aim of ensuring the compatibility of such proposals with the development priorities set out in the School Improvement Plan, the overall curriculum framework of the School and the agreed budgetary resources and priorities established by the Trust Board.
2. To contribute to the formulation of the School Development Plan, through the consideration of staffing priorities and proposals, in consultation with the Head Teacher, which are compatible with the stated and agreed aims and objectives of the Trust Board and the Members.
3. To make recommendations on the School's arrangements for the recruitment, selection and appointment of staff, and to monitor the operation of these arrangements to ensure compliance with legislative requirements regarding equality, as well as with any equal opportunities policy agreed by the Trust Board.
4. To make recommendations on the Trust Board's policy for the training and development of all categories of staff in the School. To identify the training and development needs of the Trustees of the School and to make recommendations on the best means of providing for these needs as part of a planned programme.
5. To make recommendations on the Trust Board's policies for staff grievance, and to monitor the implementation of these to ensure compliance with legislative requirements and equal opportunities principles.
6. To establish an appropriate panel, both for initial consideration of, and to hear any subsequent appeal against, individual decisions in relation to staff grievances. The membership of any panel will comprise three members who are governors.

Remuneration

1. To assist the decision making of the Trust Board, by enabling more detailed consideration to be given to all matters relating to remuneration, both in terms of School policy and regarding individuals.
2. To establish a Pay Review group for the purpose of providing assurance to the Trust Board that pay increase decisions are made on the basis of evidence of performance. No member of staff will be a member although the Head Teacher is expected to attend. The group will be able to co-opt other members to assist it to discharge its responsibility effectively.
3. To make recommendations on the Trust Board's policy for pay and remuneration of all categories of staff employed to work solely at the School. To monitor and review the implementation of the policy, in order to ensure it is effective and is revised as necessary in the light of changing circumstances. To ensure the compatibility of all such proposals with the School's overall financial plan.
4. To make recommendations on the duties, grades and levels of remuneration to be applied to all members of the Senior Leadership Team and any other member of staff specifically identified by the Trust Board.
5. To establish an HT Appraisal group to make recommendations on the level of remuneration for the Head Teacher in the light of the outcome from the performance management process that applies to the Head Teacher's role.
6. To make recommendations on the Trust Board's policy for the dismissal of staff, including severance on the grounds of capability, ill-health, early retirement, and redundancy, although not on grounds relating to disciplinary matters (to be dealt with by the full Trust Board). To consider and make recommendations on the terms of severance to be applied in each case. To establish appropriate Panels, both for initial consideration of, and to hear any subsequent appeal against, individual decisions in relation to: salary assessments, (including, where appropriate, determination starting salaries) redundancy, dismissal or severance (including on the grounds of capability) The membership of the above panels will comprise three members (excluding the Head Teacher) all of whom shall be governors of the School.
7. To make recommendations to the Trust Board on any significant changes to the School's benefits package, particularly regarding pension arrangements, for all staff.
8. To advise the Trust Board on any policy relating to payments to Trustees for the provision of services, other than for being a Trustee, and/or the payment of legitimate expenses, whether in their role as Trustee or in any other capacity.

Policies

To review and approve policies as delegated by the Full Trust Board as indicated in the Policies Document.

Pupils, Parents and Community Committee

Purpose

- To assist the decision making of the Trust Board, by enabling more detailed consideration to be given to the best means of fulfilling the Trust Board's responsibility on all matters relating to issues concerning admissions, diversity, attendance, child protection and safeguarding.
- To make appropriate comments and recommendations on such matters to the Trust Board on a regular basis.
- Major issues will be referred to the full Trust Board for ratification.

Membership

The membership of this group shall be a minimum of three governors and shall include the Head Teacher. The chair will be chosen by this group. The Assistant Head Teacher shall be a co-opted member of the group and the group will co-opt other members/students to assist it to discharge its responsibility effectively.

Quorum

For the purposes of any vote, the quorum shall be three voting members, including the Head Teacher or the Assistant Head Teacher in his/her absence.

Meetings

The group will meet at least once per term, the timings of which will be set to match the deadlines for important decisions. Seven days' notice will usually be given. Additional meetings may be called by the Chair as s/he may deem necessary.

Terms of Reference

Specifically the Pupils, Parents and Community Committee will:

1. Receive regular updates from the Head Teacher and reports as required on admissions and attendance, student behaviour and welfare, pastoral support and other relevant activities of the School.
2. Oversee the School's activities in relation to student support, welfare and guidance, student admissions, behaviour and attendance, external services provided for all students, child protection and safeguarding including looked after children
3. Monitor and discuss with School staff progress against the School Development Plan and Self Evaluation Form
4. Engage with representatives of the student council and parent forum as appropriate
5. Review and evaluate its own effectiveness
6. To form panels to consider specific matters concerning admissions, student attendance or discipline in line with procedures described in the school's own policies.
7. To determine any other matters referred to the Committee by the Trust Board
8. To review and approve policies as delegated by the Full Trust Board as indicated in the Policies Document.

Teaching and Learning Committee

Purpose

- To assist the decision making of the Trust Board, by enabling more detailed consideration to be given to the best means of fulfilling the Trust Board's responsibility on all matters relating to issues concerning standards of attainment, student progress, the curriculum and the quality of teaching. admissions, diversity, attendance, child protection and safeguarding.
- To make appropriate comments and recommendations on such matters to the Trust Board on a regular basis.
- Major issues will be referred to the full Trust Board for ratification.

Membership

The membership of this group shall be a minimum of three trustees and shall include the Head Teacher. The chair will be chosen by this group. The Assistant Head Teacher shall be a co-opted member of the group and the group will co-opt other members/students to assist it to discharge its responsibility effectively.

Quorum

For the purposes of any vote, the quorum shall be three voting members, including the Head Teacher or the Assistant Head Teacher in his/her absence.

Meetings

The group will meet at least once per term, the timings of which will be set to match the deadlines for important decisions. Seven days' notice will usually be given. Additional meetings may be called by the Chair as s/he may deem necessary.

Terms of Reference:

Specifically the Teaching and Learning Committee will:

1. Agree with the Head Teacher targets for student attainment and progress. To monitor the performance of the School against these targets and national measures as appropriate.
2. Provide routine and robust scrutiny of student outcomes, ensuring that disadvantaged pupils receive appropriate support to make progress
3. Receive regular reports from the Head Teacher on the mechanisms that have been put in place to rectify shortfalls in student performance and the actions which have been taken where necessary.
4. Receive regular updates from the Head Teacher and reports as required on the curriculum, assessment systems, academic and support and other relevant activities of the School.
5. Oversee the School's activities in relation to: the curriculum, learning, teaching and assessment
6. Provide a channel of communication between senior leaders in the School, staff and the Trust Board
7. Monitor and discuss with School staff progress against the School Development Plan and Self Evaluation Form
8. Review and evaluate its own effectiveness
9. Chair of the committee to attend regular Pupil Premium centred meetings with the Head Teacher, Chair of Finance and Resources committee and any other trustee who wishes to attend to monitor effectiveness and value for money of Pupil Premium funding and interventions
10. To review and approve policies as delegated by the Full Trust Board as indicated in the Policies Document.