



Governance Framework 3.4

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<p>Name of Responsible Committee/Individual:</p>	<p>Trust Board</p>
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INTRODUCTION

The Education Alliance (TEAL) is a Mixed Multi-Academy Trust. It is a charitable company, limited by guarantee. Our Purpose

We are here to make great schools and happier, stronger communities so that people have better lives. The way we do this is by: always doing what is right; trusting in each other and standing shoulder to shoulder and doing what we know makes the difference. Doing what is right means always acting with integrity, in the interests of others and being honest, open and transparent. Our trust continues to be about delivering excellence, but in a sustainable way. Our schools operate in an environment of high professional trust and with high levels of accountability.

Our Promise

We recognise that the commitment and care shown by all staff are fundamental to the success of our students and we promise our staff that they will be supported, encouraged, respected and provided with an enjoyable and rewarding working environment. The trust is dedicated to developing, growing and retaining talented leaders and staff across the trust and nothing is more important than staff development. We want our schools to be places where people want to work and choose to stay. We will do everything we can to support our staff to balance the demands of their jobs and those at home, and we recognise that in everyone's life there are good times and bad. It is the job of all of us to support each other through both. In turn, all our schools will have a deep commitment to the entire school system, adding value through collaboration and ensuring that our decisions do not impact negatively on other schools locally or nationally.

Our Culture

The culture of the trust and our schools is critical in ensuring we have an enjoyable, rewarding working environment in which all colleagues believe the demands of their job are reasonable and manageable. It is essential that our schools are led in an ethical way that is driven by moral purpose. Many of the difficulties that staff experience in schools come from a high stakes accountability system that can drive leaders to behave in ways that increase stress and anxiety for staff. We insist that our leaders do everything they can to guard against this, that they set a good example in how they behave and that they try to reduce levels of stress and anxiety in the organisation.

Leaders, Governors, and Trustees are clear that processes of quality assurance and performance development are, for most staff, about recognising great practice and supporting colleagues in their professional commitment to get better at their jobs. They are not about surveillance and catching people out. In order for this to be a reality, processes must operate within a spirit of openness and transparency and staff must be made to feel confident to raise any concerns or issues they have. Part of the assessment of leaders' performance is the effectiveness with which they contribute to developing a thriving culture of openness, honesty and kindness, in which we make the lives of staff better as well as those of young people. We are ambitious for our communities, children and ourselves, and within a safe environment, we bring professional challenge to be the very best that we can be.

Our Approach

The law places accountability for the educational outcomes and financial diligence of the Trust firmly with the Trustees and the CEO as Accounting Officer. Trustees are Directors and on Companies House, as well as being Charity Trustees. Effective governance requires strategic leadership that sets and champions the vision, ethos and strategy, ensuring accountability drives up educational standards and financial performance. It is crucial that the Trust Board is made up of people with the right skills,

experience, qualities and the capacity to fulfil their legal and statutory duties. It is also a fundamental principle for us that effective governance is best delivered as close as possible to the point of impact of decisions. For this reason, we have a governance structure that ensures the Trust Board fulfils its legal and statutory responsibilities, enabling Local Governing Bodies (LGBs) to focus on their school.

LGBs monitor the vision and values of the school and their implementation throughout the school's work. In Church of England schools this includes a thorough understanding of the SIAMS Inspection framework and the school's performance against the framework. They hold school leaders to account for the education provision of the school, including monitoring performance against the Education Inspection Framework (and the SIAMS SEF criteria where appropriate), to provide detailed scrutiny of safeguarding, curriculum and standards, behaviour and exclusions, personal development and the provision and outcomes for vulnerable students, including SEND, Pupil Premium and (P)LAC.

In addition to the LGBs, Trustees have established Board Committees: Education Committee, Audit and Risk Committee and the Resources and Finance Committee. These committees provide an additional layer of scrutiny and oversight, and whilst Trustees have the majority membership for the committees, as committees of the Trust Board, they also include Governors from our LGBs, utilising the professional knowledge and expertise we have in our governance layers.

PURPOSE OF GOVERNANCE

The Trust Board has three core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for educational performance of the organisation and its pupils and the performance of staff
- Overseeing the financial performance of the organisation and ensuring its money is well spent
- Ensuring the Trust complies with all aspects of the Academy Trust Handbook and its Articles

Effective governance requires:

- Strategic leadership that sets and champions the vision, ethos and strategy
- Accountability that drives up educational standards and financial performance
- People with the right skills, experience, qualities and capacity
- Structures that reinforce clearly defined roles and responsibilities
- Compliance with statutory and contractual requirements
- Evaluation to monitor and improve the quality and impact of governance

The purpose of this document is to provide clarity on the structure by which the different elements of governance work together for the benefit of the whole Trust.

ARTICLES

TEAL's Object, as detailed in its Articles of Association, is:

- a) to advance for the public benefit education in the United Kingdom, in particular, but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which:
- i) shall include Church of England Academies ("Church Academies" and each a "Church Academy") designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and
- ii) may include other Academies whether with or without a designated religious character;

but in relation to each of the Academies to recognise and support their individual ethos, whether designated Church of England, or not.

Where an Academy is designated as or recognised as a Church Academy, in relation to the ethos and religious education provided at the Academy the Trustees shall have regard to any advice and follow any directives issued by the Diocesan Board of Education;

- b) to promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants, provided that any such use of facilities at Church Academies will not facilitate a breach of the trusts upon which the Site Trustees hold the school site.

VISION AND VALUES

We fully support the independence and distinguishing characteristics of each of our schools. TEAL is a family of schools, located in the Yorkshire and Humber region. Working together, we are able to broaden our impact on an increasing number of children and young people, enabling them to fulfil their potential, providing them with greater access to a diverse range of opportunities when they leave school.

Seeking excellence through inspirational leadership, collaboration, teamwork, innovation and challenge, we work to ensure that all of us achieve our very best and that we continue to learn, develop and improve. We have a commitment to supporting the schools within the family for the benefit of the communities served by the schools. Our schools work together in the spirit of solidarity. The relationship between the Trustees, the central team, Headteachers, senior leaders and LGBs is one of partners sharing a common goal, drawing on each other's strengths.

TRANSPARENCY

TEAL provides details of its governance arrangements in the governance statement published with its annual accounts, and in this Governance Framework, the Scheme of Delegation and governance policies and procedures, which are located on TEAL's website.

TEAL publishes on its website the structure and remit of its Members, Trustees and committees, including LGBs and the full names of the Chair of each. TEAL also publishes, for each member of governance who has served at any point over the past 12 months, their full names, date of appointment, date they stepped down (where applicable), and relevant business and pecuniary interests, including other governance roles in other educational institutions. TEAL publishes the attendance records at Board and committee meetings over the last academic year for each Trustee and Governor, and Part A minutes of meetings can be found on TEAL's website.

ACCOUNTABILITY FOR DECISIONS

As the accountable body, the Trust Board is the key decision maker. The Trust Board operates and makes decisions in the best interest of pupils and in line with the Trust's charitable object. It must comply with the Trust's charitable objects, company charity law and the DfE funding agreement.

The Trust Board delegates to six key groups in order to ensure the effective leadership and governance of the Trust. The six key groups are the:

- Executive Team
- Local Governing Bodies
- Audit and Risk Committee
- Resources and Finance Committee
- Education Committee
- Yorkshire Wolds Teacher Training Partnership Board

The relationship between the Trust Board and these groups is based on the principles of:

1. No duplication of governance
2. Governance should be as close as possible to the point of impact of decision-making
3. Recognition of the legal and statutory responsibilities that cannot be delegated
4. A shared common purpose, culture and ethos

The Scheme of Delegation and the terms of reference for the Trust Board and its committees provide clarity as to who the decision makers are for different levels of decisions. Effectiveness of both management and governance is supported through clarity over who holds the decision-making responsibility and who supports and advises the decision makers.

The role of the Accounting Officer includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to the Education and Skills Funding Agency (ESFA) for the financial resources under the Trust's control. The Accounting Officer must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money. The CEO is TEAL's Accounting Officer. The Executive Team functions under the leadership of the CEO.

SUPPORT AND INTERVENTION

The Trust Board remains ultimately responsible for the organisation and the performance and conduct of its schools. The CEO and the Executive Principal regularly review each school to assess how able they are to not only support themselves, but to support each other, sharing knowledge, skills and expertise to improve all schools within the Trust. There may be circumstances (more exception than the norm) where the Trust Board might need to intervene in a school/LGB. In such circumstances, the Trust Board, along with the Executive Team, will work closely with the school concerned and those involved in their governance and leadership. The Trust Board reserves the right to review or remove any power or

responsibility, which it has delegated, in particular, in circumstances where serious concerns in the running of a school are identified, including where:

- there are concerns about financial matters;
- insufficient progress is being made against educational targets;
- there has been a breakdown in the way the school is managed or governed;
- safety of pupils or staff is threatened, including a breakdown of discipline; or
- there are significant concerns regarding the ability of the LGB to maintain the designated religious character of a Church School within TEAL

OVERVIEW OF KEY ELEMENTS OF OUR GOVERNANCE

Members

“Members” are best viewed as guardians of the constitution. They hold the Trust Board to account for the effective governance of TEAL, and they assess if the Board is performing well. As such, the Members are able to ensure that TEAL’s purpose is being met and its charitable object as detailed in its Articles of Association is being fulfilled. Members provide independent oversight and challenge. Members:

- Can amend the Articles
- Can appoint and remove Members and Trustees
- Can direct Trustees to take specific action
- Appoint the Trust’s external auditors
- Receive the audited annual report and accounts
- Can change the company name

There must be at least three Members, although the DfE’s preference is for there to be at least five Members. Members cannot be employees and there should be significant separation between Members and Trustees.

Members hold the Trust Board to account by:

- Hearing directly from the Trust Board once a year at the Annual General Meeting (AGM)
- Receiving the Trust’s annual report and annual audited accounts
- Issuing directions to Trustees to take specific action, where appropriate
- Attending additional general meetings where required
- Overseeing internal and external governance assurance/evaluation processes and outcomes
- In exceptional circumstances, Members can bring action against Trustees for wrongdoing

All Members on their appointment give a written undertaking to uphold the objects of the Trust and to protect the Church of England designation and ethos of Church Academies.

Trustees

Trustees (together, referred to as **“the Trust Board”**) are Company Directors registered with Companies House, and Charity Trustees. The Trustees are personally responsible for the actions of the Trust and are accountable to the Members, the Secretary of State for Education and to the wider community for the quality of the education received by all pupils of the schools and for the expenditure of public money. The Trustees are required, as Trustees and pursuant to the Funding Agreements, to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trust Board signs off the annual accounts and is responsible for adherence to the Trust’s funding agreement with the Secretary of State.

The number of Trustees shall not be less than eight. All Trustees, at appointment, sign a written undertaking to uphold the object of the Trust and protect the Church of England designation and ethos of Church schools. Members appoint a minimum of six Trustees. The DYET appoints at least two Trustees and has the discretion to appoint more than two Trustees, as long as the total number of Trustees appointed by the DYET does not exceed 25% of the total number of Trustees.

The Trust Board helps to promote the distinctive Christian vision of the Church academy, ensuring its efficacy in enabling pupils and staff to flourish.

The Board ensures every Trustee can effectively contribute to meetings and the required range of knowledge, skills and expertise exists. It is essential that the Board has at least one person with the skills to understand and interpret the full detail of the educational performance of the Trust. The Board should also have at least one Trustee with specific, relevant skills and experience of financial matters.

Local Governing Bodies

Governors are accountable to the Trust Board as well as the communities they serve. Local Governors in a Church of England LGB are also accountable to the DBE.

Governors normally come from the community the school serves, and the LGB has a deep understanding of the school, its performance and school improvement plan, ensuring the school continues to flourish and improve. LGBs are responsible for monitoring safeguarding, curriculum and standards, behaviour and exclusions, personal development, and vulnerable pupils (including SEND, Pupil Premium and Looked After Children).

The key responsibilities of LGBs are detailed in appendix 3. Accessing and responding to pupil voice is an important part of governance. All schools within the Trust will have an active pupil voice. Each LGB is expected to give due regard to issues that are raised through their pupil voice, ensuring appropriate management action is taken in response to issues raised.

Parental voice is formally built into the governance structure with the appointment of two parent governors to each LGB. Staff voice is similarly built into the governance structure with the appointment to each LGB of two employees of the school.

Audit and Risk Committee

The Audit and Risk Committee oversees and approves the trust's programme of internal scrutiny. It ensures that risks are being addressed appropriately, providing advice and insight to the Trust Board on how to address weaknesses in financial and non-financial controls. It also ensures that all categories of risk are being adequately identified, reporting and managed, reporting to the Trust Board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks. The Audit and Risk Committee's Terms of Reference can be found in appendix 4.

Resources and Finance Committee

The Finance and Resources Committee is responsible for ensuring that appropriate financial procedures and controls are in place and that the Trust operates in compliance with the Academy Trust Handbook, approving and monitoring central funding expenditure and proposals. It monitors and oversees a range of areas at a strategic level, including finance, estates, health and safety, HR, IT and sustainability. The committee's terms of reference are detailed in appendix 5.

Education Committee

The Education Committee provides an additional layer of oversight and scrutiny of the education performance of all TEAL schools, including:

- o quality of education (curriculum, teaching and learning and outcomes)
- o safeguarding,
- o behaviour and attendance,
- o personal development and wellbeing.

The committee's terms of reference are detailed in appendix 6.

Yorkshire Wolds Teacher Training Partnership Board

The terms of reference are detailed in appendix 7, however, they are currently under review due to the re-accreditation process.

Executive Team

The Executive Team are senior paid officers of TEAL. They are charged with delivering the work of the Trust and, as experts in their professions, with determining how best that work should be carried out. They are called to account through the governance structures for what they do and most importantly, the impact of what they do.

Forums

The Chair of the Trust Board chairs a 'Chairs Forum' which is made up of Chairs of LGBs. A Safeguarding Forum has been established, with the Trust Designated Safeguarding Lead (DSL), the Trustee Link for safeguarding and governor links for safeguarding in attendance. The aim of these forums is to establish a mechanism for peer support, sharing of good practice and collaboration.



Scheme of Delegation

This Scheme of Delegation does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by TEAL's Finance Manual, strategic plans, policies and procedures and any direction given or rules issued by the Members or the Trust Board. In the event that there is uncertainty as to which tier of governance or which individual has responsibility for a particular matter, guidance should be sought from the Director of HR and Governance.

The Scheme does not contain details of connected organisations, or those that have an unincorporated association with the Education Alliance, such as The Education Alliance Social Value Company, as they have their own Articles and schemes of delegation.

The Scheme will be subject to formal review by the Trust Board annually, however, if the Trust Board deems it appropriate, changes will be made in year.

As part of a family of schools, we aim to have the greatest amount of impact with efficacy. The Trust operates a top slice approach to central funding and this is detailed in our offer to schools. Alongside the core offer there are a range of additional services that can be purchased by schools where required. The central team includes the accounting officer (CEO) and the Chief Financial Officer.

The following delegations include areas such as budgets, finances, safeguarding, education, risk management, capital, health and safety, insurance, staff appointments and dismissals.

The Composition of the Trust Board and Local Governing Bodies is detailed on p3 of this document and is followed by delegations.

Composition of the Trust Board

Type of Member	Number	Term of Office	How they are elected
Member appointed Trustee	At least 6	4 years	Appointed by Members
DYET appointed Trustee	At least 2	4 years	Appointed by DYET (not to exceed 25% of the total number of Trustees)

There will be a minimum of 8 Trustees, including the Chair and Vice Chair. The Trust Board must have sufficient knowledge to hold the Executive to account. The Chair and Vice Chair will be elected by the Board on an annual basis.

Composition of Local Governing Bodies

Type of Member	Number	Term of Office	How they are appointed
Trust Board appointed Governor	At least 5	4 years	Appointed by the Trust Board, following recommendations from the LGB
Staff Governor	2	4 years	Appointed by the Trust Board, following recommendations from the LGB.
Parent Governor	2	4 years	Appointed by the Trust Board, following recommendations from the LGB.

The LGB will nominate specific Governors to align with key areas of the School Improvement Plan and statutory areas.

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
Admissions		Act as the Admission Authority and to approve admissions policies, which takes into account Local Authority admission policies. The Local Authority policies also take into account guidance from the Diocese regarding Church of England schools.	Approve changes to the PAN that are proposed by the Head and/or Executive Team	Ensure compliance of admission arrangements with the School Admissions Code and relevant legislation	Decision to Offer or appeal a place (normal Admissions round and in-year applications) in line with FAP arrangements Publish admission arrangements (normal round, in-year and variations) on the school website	The Resources and Finance Committee will challenge pupil number estimates underpinning revenue projections and review them termly.
Pupil Suspensions and Exclusions			Undertake a review of the Headteacher's decision (where required).	Provide guidance and oversight. Clerk permanent exclusion hearing and organise any IRP as necessary.	Make decisions to suspend or exclude pupils (either on a fixed-term or a permanent basis) ensuring compliance with statutory frameworks.	
Quality of Education, EIF and the SIAMs Framework		Accountable for the quality of education across all the schools, holding the executive leaders to account for the educational performance of the school(s) and its pupils.	To be the "eyes and ears" of the Trust and provide day to day challenge and support to the school leadership team. Monitor the vision and values of the school and their implementation	To provide both support and challenge to schools. Deliver training, staff development and centralise our educational approaches (where appropriate) to raise standards and to	To ensure the school is successful in delivering a high-quality education in line with the trust's frameworks and vision.	

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
			<p>throughout the school's work.</p> <p>Hold school leaders to account for the education provision of the school, including monitoring performance against the Education Inspection Framework (and the SIAMS framework criteria where appropriate), to provide detailed scrutiny of safeguarding, curriculum and standards, behaviour, attendance and exclusions, personal development and the provision and outcomes for vulnerable students, including SEND, Pupil Premium and (P)LAC.</p>	<p>avoid the duplication of effort.</p> <p>Monitor the performance of all aspects of our schools.</p> <p>Coordinate regular internal and external reviews on the improvement priorities across our schools.</p>		
Safeguarding		Ensure that all relevant statutory and regulatory provisions for safeguarding are adhered to. Have a Trustee Safeguarding Link, working with the trust's DSL and governor safeguarding links.	Monitor the effectiveness of local safeguarding policies, procedures and practices, scrutinising a termly Child Protection and Safeguarding report, appointing a safeguarding governor link and regularly reviewing the school's	<p>Ensure that all relevant statutory and regulatory provisions for safeguarding are adhered to, providing policies and procedures, training, guidance and support.</p> <p>Analysing trends and providing external and</p>	Ensure their respective school has appropriate safeguarding policies, procedures and practices in place. Ensure the school's DSL is appropriately trained and supported.	

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
			SCR and meeting the DSL.	internal review across a rolling period.		
Budget Setting	All final budgets must be submitted to the Education and Skills Funding Agency (ESFA) for ratification by 31 August each year.	All final budgets to be approved prior to ESFA submission. Management accounts must be shared with the Chair of the Trust Board every month and the Trust Board must consider these when it meets and be assured that it has appropriate oversight of the trust's financial position.		The accounting officer will complete and sign a statement of regularity, propriety and compliance each year and submit this to the ESFA with the audited accounts. The accounting officer will also demonstrate how the trust has secured value for money via the governance statement in the audited accounts each year.		The budget setting process ensures that the CEO, CFO and the Resources and Finance Committee scrutinise the budgets before they are presented to the Trust Board for approval.
Financial approvals including virements (for orders up to and including £5,000, at least one single quote is required and order over £5,000 require at least 3 written quotes). Payments for approved purchases do not require additional approval (e.g. invoices relating		Approve over £200,000, and subject to the Trust's tendering policy.		Head of Finance can approve up to £35,000. CFO can approve up to £50,000. CEO/EP can approve up to £75,000. CEO/EP and CFO can approve up to £100,000. Formal tendering processes should be considered where appropriate. Executive Team can approve up to £200,000. Formal tendering	Approve up to and including £9,999.	Budget holders and finance managers can approve - within agreed budget, orders up to and including £5,000.

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
to the approved amount).				processes should be considered where appropriate.		
Authorising monthly salary payments		Any anomalies will be reported to the Resources and Finance Committee.		Uploaded to the bank by the Payroll Department. Finance Manager/Head of Finance to authorise at the bank with the approval of the CFO.		
Signatures for cheques, BACS payments and other bank transfers						Any two signatures in line with the Bank Mandate and the approval values detailed above.
Signatories for grant claims and DfE returns				The CFO and either the Chair of the Trust Board/CEO/EP/Headteacher.		Two signatories, or as required by DfE/YPLA.
Acquisition or disposal of fixed assets	Freehold land or buildings, or heritage assets			Acquisition or disposal of fixed assets that are not land, building or heritage assets. Subject to achieving the best price that can reasonably be obtained, and maintaining the principles of regularity, propriety and value for money.		Before disposing of any Church school land all relevant site trustee and diocesan consents must be obtained.
Write-offs and entering into liabilities. Entering into indemnities (beyond the normal course of business),	Trust Board and CFO plus ESFA approval. ESFA consent is required if the amount exceeds 1% of annual	Report to Resources and Finance Committee for additional scrutiny and oversight of decisions. Report to the Board for cases where ESFA approval is required.		Value up to 1% of total annual income or £45,000 (whichever is smaller) per single transaction.		The trust will pursue recovery of amounts owed to it, including overpayments and erroneous payments, where it

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
guarantees or letters of comfort.	income, or £45,000 per transaction, or 2.5% or 5% of annual income cumulatively.					is reasonably practicable to do so, and will only consider writing-off losses after all reasonable recovery action has been taken.
Leasing	ESFA prior approval is required for certain leases as detailed in the Academy Trust Handbook.			Where ESFA prior approval is not required, the authority sits with the CEO and CFO.		All relevant site trustee and diocesan consents must be obtained before leasing of any Church school land.
Electric Vehicle Salary Sacrifice Schemes	Electric vehicle salary sacrifice schemes do not need ESFA approval where no liability falls on the trust if an employee does not fulfil their contractual obligations with the scheme provider. For other types of electronic vehicle salary sacrifice schemes, or					

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
	where the trust is under an Ntl, ESFA approval must be obtained.					
Ex gratia Payments	Ex gratia payments must always be referred to the ESFA for prior approval and HM Treasury approval may also be required.	Executive team to seek ESFA advice, and in addition such payments will be reported to the Resources and Finance Committee.				
Compensation Payments	Where non-statutory/non-contractual payments are £50,000 or more. ESFA may refer the matter on to HM Treasury.	Executive Team to notify the Chair of the Trust Board.		Where non-statutory/non-contractual payments are under £50,000, the Headteacher, CFO and Director of HR to jointly approve, with agreement from the CEO.		
Settlement Payments	Special staff severance payments, where the element of the severance payment that is above the statutory or contractual arrangements is of a value of £50,000 or more. The ESFA will refer such transactions to the HM Treasury.	Resources and Finance Committee monitors severance payments and settlement agreements.		CEO/EP and Director of HR to agree terms for settlement payments agreed within statutory or contractual arrangements, and special severance payments of less than £50,000.		The trust should keep in mind payments that require ESFA approval when considering proposals and timescales. The trust must ensure that confidentiality clauses associated with staff severance payments do not

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
	An exit package that includes a special severance payment of £100,000 or more and/or where the exiting employee earns over £150,000.					prevent an individual's right to make disclosures in the public interest (whistleblowing) under the Public Interest Disclosure Act 1998.
Novel, contentious and repercussive transactions	Such transactions must be referred to the ESFA for approval and the request must be made to the ESFA before the transaction occurs.	Report to the Resources and Finance Committee for additional scrutiny and oversight.				Such transactions are those of which the trust has no experience or are outside its range of normal business. Contentious transactions are those that might cause criticism of the trust by Parliament, the public or the media. Repercussive transactions are those likely to cause pressure on other trusts to take a similar approach and hence have wider financial implications.
Income Generation		Resources and Finance Committee provides oversight and monitoring.				The trust should set fees for its chargeable services at full cost but can

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
						apply an additional rate when in a commercial environment.
Related Party Transactions	All contracts and other agreements with related parties must be reported to the ESFA in advance of the contract or agreement commencing or being renewed.					
Capital Programme		The Trust Board will be presented with regular updates against the capital programme. In addition to this the Trust Board will be requested to approve any individual projects over £200k in line with this Scheme of Delegation.	Input at a local level.		Input at a local level.	Resources and Finance Committee provides additional scrutiny and oversight.
Health and Safety		Trust Board ensures that health and safety laws are adhered to. Resources and Finance Committee approves/recommends H&S policies and provides additional scrutiny and oversight.	Approve school-related policies and procedures and monitor health and safety at a local level.	Ensure legal compliance at a trust level.	Operational compliance.	
Risk		Trust Board draws on advice from the Audit and Risk Committee.		Ensure there is an effective risk register and risk management		

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
		The Trust Board must conduct a full review of the risk register at least annually.		process in place, which is monitored.		
Insurance				Ensure that all trust schools receive value for money with their insurance, utilising the trust's purchasing power.		
Investments		Ensure there is an Investment Policy. Investment opportunities are delegated to the Resources and Finance Committee, and the committee will review the appropriateness of investments on an annual basis, submitting proposals to the Trust Board for approval.				
Procurement (including service level agreements and contracts)		The Resources and Finance Committee will provide additional scrutiny and oversight.		CFO must be satisfied that appropriate procurement has taken place across the Trust as detailed in the Trust Finance Manual and associated documentation.		
Appointments		Trustees appoint the CEO, EP, Executive Headteachers, and Headteachers, with involvement and	Trustees appoint the Headteacher and the interview panel would normally include the CEO and two Governors	Senior leadership appointments with the central team are appointed by the CEO and 2 others as	School senior leaders appointed by the Headteacher. Headteacher may	

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
		consent of the Diocesan Board of Education. The interview panel must include a DYET appointment. If the CEO intends to leave the trust, the Trust Board must be notified and must advise their Regional Director in advance to discuss their structure and options, including plans for recruitment.	from the LGB of that school. Church of England schools must have the involvement and consent of the DBE when appointing a Headteacher.	determined by the CEO. If a Church of England school is to be directly managed by someone other than the CEO, the DBE would need to be involved in the appointment. CEO/EP can delegate appointment of other roles within the central team as appropriate.	delegate other appointments to appropriate leaders/managers within their school.	
Dismissals and Appeals		Trustee panel of 3 Trustees to dismiss a CEO, with appeals to 3 Trustees not involved in the dismissal decision. Senior leaders managed by the CEO can be dismissed by a panel of 3 Trustees or Governors, with appeals to 3 Trustees or Governors not involved in the dismissal decision. Other staff can be dismissed by 2 Trustees or Governors and the EP, with appeals to 2 Trustees or Governors not involved in the	Senior leaders not managed by the CEO can be dismissed by 2 Trustees or Governors and the CEO, with appeals to 3 Trustees or Governors not involved in the dismissal decision.			

Activity	ESFA	Trust Board	LGB	Executive Team	Headteacher	Comments
		dismissal decision and the CEO.				

Trust Board Terms of Reference

Name of Trust	The Education Alliance
Date Agreed	September 2023
Review Date	September 2024
Chair	<p>The Board shall elect an individual who is either a Trustee or externally recruited, to act as Chair, and another to act as Vice-Chair, during the first meeting of each academic year. A change of Chair will require a notification to be made to the DfE, including a Disclosure and Barring Service (DBS) check.</p> <p>The Chair is responsible for ensuring the effective functioning of the Trust Board and has a vital role in setting the highest expectations for professional standards of governance and accountability. It is the Chair's responsibility to give the Trust Board clear leadership and direction, keeping it focused on its core functions, as per the Academy Trust Handbook.</p> <p>Other than chairing the meetings and having a casting vote in any case of an equality of votes at a meeting of the Trust Board, the Chair has no special powers or rights over any other Trustee. If the Chair is to carry out certain specific functions (for example, the power to approve an overspend in a certain area of the budget) then this must be expressly delegated by the Board.</p>
Clerk	The clerk will share an agenda and papers at least 1 school week prior to the meeting, and minutes will normally be drafted within 1 school week of the meeting being held.
Membership	<p>2 Trustees appointed by DYET (not to exceed 25% of total number of Trustees), and at least 6 Trustees, appointed by Members. Terms of office are 4 years and it is recommended that Trustees commit to a maximum of 2 terms of office.</p> <p>A Trustee will cease to hold office if absent without permission of the Trust Board from all their meetings held within a period of six months and in such circumstances, the Chair of the Trust Board will write to the Trustee to confirm the decision.</p>
Quorum	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.
Delegations	<p>Trustees have a personal office of trust and responsibility and this cannot be transferred to another individual. However, in order to ensure the proper management of the schools, Trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.</p> <p>It is for the Trust Board to determine the decisions it will take for itself, those to be delegated to committees, working groups of individual Trustees (e.g. the Chair) and those to be delegated to the Trust's senior leadership team. The Board must appoint an Audit and Risk Committee to advise the Board on the adequacy of the trust's internal control</p>

	<p>framework, including financial and non-financial controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit. The Board may also delegate functions to other committees, and each committee (other than Local Governing Bodies) must contain a majority of trustees but may also include other people the Board chooses to appoint.</p> <p>In determining whether delegation is appropriate, the Trustees will have regards to the following principles:</p> <ul style="list-style-type: none"> • their legal and statutory duties cannot be delegated; • except when it is impracticable to do so, executive powers should be delegated to the CEO who may authorise further delegation; and • delegations do not relieve Trustees of their legal and statutory responsibilities and accountabilities.
Invitations	The Trust Board may invite additional people to meetings to assist or advise on a particular matter or range of issues. They can contribute to discussions, but do not have voting rights.
Meetings	<p>According to the Articles, the Trust Board must have at least three meetings each academic year.</p> <p>A register of attendance shall be retained and published on the trust's website.</p>
Decisions	Decisions must be determined by a majority vote of the Trustees present at the meeting with voting rights. Each Trustee is entitled to one vote and where there is an equal division of votes, the Chair shall have the casting vote.
Self-evaluation	The Trust Board will conduct an annual review of its work and these terms of reference, reporting the outcome and recommendations to Members as part of the annual general meeting (AGM).

The Trust Board is accountable to:

- the beneficiaries of the trust (pupils at the schools, their parents/carers and the local community) for the quality of education and pastoral care at the schools, for matters of health and safety and for safeguarding and promoting the welfare of pupils.
- the Department for Education (DfE), the Education and Skills Funding Agency (ESFA) and the Secretary of State under the terms of the Funding Agreement.
- the Secretary of State (in their role as principal regulator in respect of charity matters) for operating the trust for the public benefit, for the prudent management of the trust and its financial efficiency and for compliance with legislation including charities legislation;
- the employees of the trust for their working environment, and for compliance with contracts of employment, employment law and statutory requirements and matters of health and safety.
- Other regulatory authorities for compliance with regulated responsibilities to which the trust and the schools are subject.

The Trust Board has the following key responsibilities:

1. Provide strategic leadership that sets and champions the vision, ethos and strategy of the trust, ensuring accountability drives up educational standards and financial performance.
2. Observe the highest standards of impartiality, integrity and objectivity in relation to governance.
3. Be accountable to its stakeholders and regulatory bodies for its activities.
4. Engage in a partnership with the trust's Accounting Officer, Executive Board and the Board's committees.
5. Delegate the running of the trust and its schools to the Executive Board and the Accounting Officer, ensuring there is robust scrutiny in place to enable the Trustees to discharge their responsibilities.
6. Trustees must act together and in person and delegate responsibly and appropriately; acting strictly in accordance with the Articles; acting in the trust's interests only and without regard to their own private interests; managing the trust's affairs prudently; not take personal benefit from the trust unless expressly authorised by the Articles or the Charity Commission; and accessing professional advice on matters on which they are not themselves competent.
7. Hold the executive leaders to account for the educational performance of trust schools and the effective delivery of all other business functions. Offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and consider proposals where appropriate and at all times act in the best interests of the trust.
8. Set standards of ethics, behaviours, conduct and values, monitoring trust performance and the achievement of the trust's development plan, and ensuring that plans for improvement are acted upon.
9. Ensure there are effective systems in place for identifying, quantifying, minimising and managing the major risks affecting the trust.
10. Ensure the trust and its schools are conducted in compliance with legal and statutory requirements.
11. Oversee and ensure effective financial performance, including good financial management and effective internal controls; compliance with the Funding Agreement and the Academy Trust Handbook; receiving and considering information on financial performance; and taking appropriate action to ensure ongoing viability against agreed budgets.
12. Ensure regularity and propriety in the use of the trust's funds, and achieve economy, efficiency and effectiveness (the three elements of value for money), taking ownership of the trust's financial sustainability and its ability to operate as a going concern.
13. Safeguard and promote the welfare of children, having regard to statutory guidance on safeguarding and ensuring the suitability of staff, supply staff, volunteers, contractors and proprietors.
14. Ensure the DfE's 'Health and Safety: responsibilities and duties for schools' and the Health and Safety Executive's guidance for education is adhered to.
15. Manage the school estate strategically, ensuring the estate is maintained and remains in a safe working condition.
16. Ensure appropriate checks and balances and reporting procedures are in place in relation to the oversight of the foundation of Church of England schools.

17. Have regard to the voices of their various stakeholders and to put in place arrangements to receive feedback and to respond appropriately. This will include pupils, parents/carers and staff.
18. Receive reports from its committees, scrutinising information, considering recommendations.

Local Governing Body Terms of Reference

Name of Trust	The Education Alliance
Name of Committee	Local Governing Body (LGB)
Date Agreed	September 2023
Review Date	September 2024
Chair of Committee	The Committee shall, at its first meeting of the academic year, elect Governors of the committee to act as Chair and a Vice-Chair for the duration of that academic year.
Clerk	<p>The clerk will share an agenda and papers at least 1 school week prior to the meeting, and minutes will normally be drafted within 1 school week of the meeting being held.</p> <p>The clerk will produce minutes and a summary report (committee report) identifying key decisions made, alongside any items for information or further discussion by the Trust Board. Minutes and committee reports will be agreed by the Chair of the committee and sent to the next Trust Board meeting, following the committee meeting.</p>
Membership	Chair, Vice-Chair, 2 Staff Governors, 2 Parent Governors and at least 3 Governors. The DBE should approve the composition of any Church of England academy's LGB. The Church of England academy LGBs have a minimum of two Foundation Governors and a maximum of 25% of the total number of Governors on the LGB. All Governors in Church of England academy LGBs are required to complete and sign the written ethos undertaking prior to taking on the role.
Quorum	For the meeting to be quorate, a minimum of 3 Governors or a third of the membership of the committee, whichever is the greatest, will attend, either in person or online, and one of the attendees must be the Chair or Vice-Chair.
Invitations	The committee may invite additional people to committee meetings to assist or advise on a particular matter or range of issues. They can contribute to discussions, but do not have voting rights.
Meetings	<p>Once a term.</p> <p>A register of attendance shall be retained and published on the trust website and if a member does not attend 3 consecutive meetings, they will normally be removed from the committee, however where there are exceptional circumstances, the committee may decide to retain the committee member.</p>
Decisions	Decisions must be determined by a majority vote of the members present at the meeting with voting rights. Each committee member is entitled to one vote and where there is an equal division of votes, the Chair shall have the casting vote.
Self-evaluation	The committee will conduct an annual review of its work and these terms of reference, reporting the outcome and recommendations to the Trust Board.

The LGB has responsibility delegated by the Trust Board to:

1. Observe the highest standards of impartiality, integrity and objectivity in relation to governance, being accountable to its stakeholders and engaging in a partnership with the school, reporting to the Trust Board.
2. Monitor the vision and values of the school and their implementation throughout the school's work. In Church of England schools this includes a thorough understanding of the SIAMS Inspection framework and the school's performance against the framework.
3. Hold school leaders to account for the education provision of the school, including monitoring performance against the Education Inspection Framework (and the SIAMS SEF criteria where appropriate), to provide detailed scrutiny of safeguarding, curriculum and standards, behaviour and exclusions, personal development and the provision and outcomes for vulnerable students, including SEND, Pupil Premium and (P)LAC.
4. Receive reports from Headteachers on pupil attendance, behaviour, exclusions, and relevant behaviour matters relating to each school.
5. Strategic oversight of compliance of the school with Trust policies, charters and blueprints.
6. Approve school policies, including behaviour policies, and monitor their implementation and impact.
7. Participate in panels related to student behaviour (exclusions and suspensions) and attendance as required, alongside staff panels (e.g. potential dismissals, redundancies and appointments).
8. Appoint a Safeguarding Governor who meets at least termly with the school Designated Safeguarding Lead (DSL) to ensure processes and procedures are being followed.
9. Ensure money is well spent within budget parameters set by the Trust Board and executive leaders, to deliver on the educational aims of the school.
10. Provide feedback to the Trust Board, highlighting progress, celebrating achievements and sharing concerns.
11. Implement and review periodically the school's development plan, focussing on the school's performance and achieving sustained school improvement.
12. Monitor and oversee the school's approach to safeguarding, curriculum and standards, behaviour and exclusions, personal development, vulnerable pupils (including SEND, Pupil Premium and Looked After Children).
13. Act as a critical friend to the school's Headteacher and senior leadership team, being ready to challenge and hold senior leaders to account for all aspects of the school's performance.
14. Promote within the organisation and externally the benefits of collaboration with the other schools and to actively seek opportunities to work together.
15. Engage fully and openly with any inspection of the school.
16. Regularly review any major risks for the school, as detailed on the school's risk register.
17. Undertake required learning and development (e.g. safeguarding and data protection), as detailed on the statutory and mandatory training list for governance, engaging in wider trust development and link sessions/forums where possible.
18. Develop effective links within the school's community, communicating openly and frequently as appropriate and ensuring that the school meets its responsibilities to the community in relation to the safeguarding and education of its pupils.

Audit and Risk Committee Terms of Reference

Name of Trust	The Education Alliance
Name of Committee	Audit and Risk Committee
Date Agreed	September 2023
Review Date	September 2024
Chair of Committee	Where the finance committee and audit and risk committee are separate, the chair should not be the same. The Committee shall, at its first meeting of the academic year, elect Trustees of the committee to act as Chair and a Vice-Chair for the duration of that academic year.
Clerk	The clerk will share an agenda and papers at least 1 school week prior to the meeting, and minutes will normally be drafted within 1 school week of the meeting being held. The chair will provide the Trust Board with a summary at its next meeting following the committee meeting, identifying key decisions made and recommendations to the Trust Board, alongside any items for information or further discussion by the Trust Board.
Membership	Membership is decided by the Trust Board. This may include individuals who are not Trustees, provided that a majority of members of the committee are trustees (as per the Academy Trust Handbook). Employees of the Trust should not be audit and risk committee members, but the Accounting Officer and CFO should attend to provide information and participate in discussions. Membership: Andy Bradley: Trustee (Chair) Sam Whitaker: Trustee Paddy Hall: Trustee Chris Wicks: Co-opted
Quorum	For the meeting to be quorate, a minimum of 3 members of the committee must attend (either in person or online), and one of those in attending must be either the Chair or the Vice-Chair of the committee.
Invitations	The committee may invite additional people to committee meetings to assist or advise on a particular matter or range of issues. They can contribute to discussions, but do not have voting rights.
Meetings	Once a term. A register of attendance shall be retained and published on the trust website and if a member does not attend 3 consecutive meetings, they will normally be removed from the committee, however where there are exceptional circumstances, the committee may decide to retain the committee member.
Decisions	Decisions must be determined by a majority vote of the members present at the meeting with voting rights. Each committee member is entitled to one vote and where there is an equal division of votes, the Chair shall have the casting vote.
Self-evaluation	The committee will conduct an annual review of its work and these terms of reference, reporting the outcome and recommendations to the Trust Board.

The committee has responsibility delegated by the Trust Board, in line with the Academy Trust Handbook.
The committee must:

- oversee and approve the trust's programme of internal scrutiny
- ensure that risks are being addressed appropriately, providing advice and insight to the Trust Board on how to address weaknesses in financial and non-financial controls
- ensure all categories of risk are being adequately identified, reporting and managed, reporting to the Trust Board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

The committee has responsibility delegated by the Trust Board, in line with the Academy Trust Handbook.

1. Ensure compliance with the financial and non-financial statutory and legislative requirements of the trust.
2. Support the development and review of the trust's Risk Management Policy, setting out the framework the trust has adopted for risk management, regularly reviewing the strategic risk register.
3. Seek assurance that the risks identified are those which may occur, for example, strategic risk, financial risk, regulatory and legal risk, and major accident.
4. Review the risk ratings and responses on the risk register to inform contingency and business continuity planning and the programme of work, ensuring risks and control measures are adequately identified and modified as appropriate.
5. Agree a programme of work annually to deliver internal financial and non-financial scrutiny that provides coverage across the year, agreeing who will perform the work.
6. Ensure the person/organisation carrying out internal scrutiny provides the committee for each year ended 31 August with a summary report outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.
7. Receive the internal and external auditors' plans, reports, and accounts and recommend appropriate actions to the Trust Board in response to the findings. Consider scrutiny reports at each meeting from those carrying out the programme of internal scrutiny, reviewing progress in addressing recommendations.
8. Ensure internal scrutiny reports to the committee from the person/organisation carrying out the work includes recommendations, where appropriate, to enhance financial and non-financial controls and risk management.
9. Evaluate the adequacy of the Trust's internal control framework, including financial and non-financial controls and the management of risks and report this to the Trust Board.
10. Review the auditor's findings and actions taken by the Trust's leadership team in response to those findings, ensuring there is an appropriate, reasonable and timely response by the trust's management team to findings by external auditors, taking opportunities to strengthen systems of financial management and control.
11. Assess the effectiveness and resources of the internal and external auditors and produce an annual report of the committee's conclusions on the assessments, advising the Trust Board and Members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.
12. Review the Trust's insurance cover in compliance with its legal obligations.
13. Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.

Resources and Finance Committee Terms of Reference

Name of Trust	The Education Alliance
Name of Committee	Resources and Finance Committee
Date Agreed	September 2023
Review Date	September 2024
Chair of Committee	Where the finance committee and audit and risk committee are separate, the chair should not be the same. The Committee shall, at its first meeting of the academic year, elect members of the committee to act as Chair and a Vice-Chair for the duration of that academic year.
Clerk	<p>The clerk will share an agenda and papers at least 1 school week prior to the meeting, and minutes will normally be drafted within 1 school week of the meeting being held.</p> <p>The clerk will produce a summary report (committee report) identifying key decisions made and recommendations to the Trust Board, alongside any items for information or further discussion by the Trust Board. Committee reports will be agreed by the Chair of the committee and sent to the next Trust Board meeting, following the committee meeting.</p>
Membership	<p>Membership of this committee may include individuals who are not Trustees, provided that a majority of members of the committee are trustees (as per the Academy Trust Handbook). The Director of Finance, Director of HR and Governance, Director of Facilities and Estates and Director of IT should attend as appropriate to provide information and participate in discussions. Committee members should hold knowledge and expertise of finance, HR, estates, health and safety and IT. It is not intended that all members hold knowledge in all areas, but the committee should have expertise in all areas. Employees of the Trust should not be Resource and Finance Committee members, but they can attend to provide information and participate in discussions.</p> <p>Membership:</p> <p>Andy Steele: Trustee (Chair)</p> <p>Andy Bradley: Trustee</p> <p>Graham Wragg: Trustee</p> <p>John Hudson: Governor (Vice-Chair)</p> <p>Jenny Lancaster: Governor</p>
Quorum	For the meeting to be quorate, a minimum of 3 members of the committee must attend (either in person or online) and one of the attendees must be the Chair or Vice-Chair.
Invitations	The committee may invite additional people to committee meetings to assist or advise on a particular matter or range of issues. They can contribute to discussions, but do not have voting rights.
Meetings	<p>Once a term.</p> <p>A register of attendance shall be retained and published on the trust website and if a member does not attend 3 consecutive meetings, they will normally be removed from the committee, however where there are exceptional circumstances, the committee may decide to retain the committee member.</p>
Decisions	Decisions must be determined by a majority vote of the members present at the meeting with voting rights. Each committee member is entitled to one vote and where there is an equal division of votes, the Chair shall have the casting vote.

Self-evaluation	The committee will conduct an annual review of its work and these terms of reference, reporting the outcome and recommendations to the Trust Board.
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The Academy Trust Handbook advises that the trust should have a finance committee to which the Trust Board delegates financial scrutiny and oversight, and which can support the Board in maintaining the Trust as a going concern. The committee will review, approve and recommend the application of trust policies and procedures as delegated by the Trust Board.

The committee has responsibility delegated by the Trust Board to:

Finance

1. Oversee regularity, propriety and value for money in the organisation's activities. It is expected that this will be achieved by:
 - a. The review, monitoring and recommendation to the Trust Board for the approval of the budget to actual reports and understanding and supporting any variances outside of the tolerable agreed limits.
 - b. Ensuring that where there are in-year deficits at school or at a central level, these are covered by brought forward reserves and, if not, that there are agreed deficit recovery plans in place.
 - c. Ensuring there are appropriate policies, financial procedures and controls in place and that the trust operates in compliance with the Academy Trust Handbook (which is a statutory instrument).
 - d. Approving expenditure in line with the scheme of delegation.
 - e. Ensure that sufficient funds are allocated for staff pay
2. Review and recommend to the Trust Board a realistic three-year financial plan, taking into account the trust's strategic plan, known risks and opportunities.
3. Review and recommend the annual balanced budget to the Trust Board for approval.
4. Establish a reserves policy and monitor its application and effectiveness.
5. Monitor the trust's balance sheet including its cash position, income and expenditure against the approved budget.
6. Review pupil number estimates (that underpin revenue projections) annually.
7. Report to the Trust Board, alerting them to potential problems and significant variations to the approved budget at the earliest opportunity.
8. Undertake detailed scrutiny and recommend approval of the school resource management self-assessment checklist annually.

Estates

9. Oversee the estates programme and capital funds and projects, their progress and outcomes, reporting any issues, concerns or anomalies to the Trust Board.
10. Ensure the trust manages its school estate strategically, as per the Estates Strategy, through regular updates.

HR

11. Monitor key workforce statistics across the Trust (such as the Gender Pay Gap, Trade Union Facility Time, staff attendance, turnover).

12. Monitor the application of the Pay Policy on an annual basis, ensuring the Trust's approach to pay and benefits is transparent, proportionate and justifiable, and compliant with legal requirements (e.g. Equality Act 2010).

Education Committee Terms of Reference

Name of Trust	The Education Alliance
Name of Committee	Education Committee
Date Agreed	September 2023
Review Date	September 2024
Chair of Committee	The Committee shall, at its first meeting of the academic year, elect a Chair and a Vice-Chair from the group for the duration of that academic year.
Clerk	<p>The clerk will share an agenda and papers at least 1 school week prior to the meeting, and minutes will normally be drafted within 1 school week of the meeting being held.</p> <p>The clerk will produce a summary report (committee report) identifying key decisions made and recommendations to the Trust Board, alongside any items for information or further discussion by the Trust Board. Committee reports will be agreed by the Chair of the committee and sent to the next Trust Board meeting, following the committee meeting.</p>
Membership	<p>Membership is decided by the Trust Board. This may include individuals who are not Trustees, provided that a majority of members of the committee are trustees (as per the Academy Trust Handbook). The Executive Principal and Vice Principals should attend to provide information and participate in discussions.</p> <p>Membership is a minimum of five Trustees/Governors with educational knowledge and expertise:</p> <p>Karen Dow: Trustee (Chair)</p> <p>Ann Barker: Trustee</p> <p>Russell Heritage: Trustee</p> <p>Bridget Wilkinson: Governor</p> <p>Jaime Pearce: Governor</p>
Quorum	For a meeting to be quorate, there must be a minimum of 3 members of the committee in attendance, either in person or online, and one of the attendees must be either the Chair or the Vice-Chair.
Invitations	The committee may invite additional people to committee meetings to assist or advise on a particular matter or range of issues. They can contribute to discussions, but do not have voting rights.
Meetings	<p>Once a term.</p> <p>A register of attendance shall be retained and published on the trust website and if a member does not attend 3 consecutive meetings, they will normally be removed from the committee, however where there are exceptional circumstances, the committee may decide to retain the committee member.</p>
Decisions	Decisions must be determined by a majority vote of the members present at the meeting with voting rights. Each committee member is entitled to one vote and where there is an equal division of votes, the Chair shall have the casting vote.
Self-evaluation	The committee will conduct an annual review of its work and these terms of reference, reporting the outcome and recommendations to the Trust Board.

The committee has responsibility delegated by the Trust Board as follows:

1. Monitor and scrutinise the education performance of all trust schools, including:
 - quality of education (curriculum, teaching and learning and outcomes)
 - safeguarding
 - behaviour and attendance
 - personal development and wellbeing
2. Receive internal and external reports, holding executive leaders and school senior leadership teams to account for the progress with school improvement priorities, school performance and quality of provision.
3. Monitor and evaluate the overall effectiveness and efficiency of leadership and management at the trust's schools.
4. Monitor and evaluate the impact of pupil premium funding on pupil's learning, outcomes and wellbeing to ensure the best possible outcomes for pupils.
5. Support and challenge the self-evaluation process including successes and areas for improvement with particular regard to outcomes and success criteria.
6. Review and act upon any concerns in relation to matters such as SEND, statutory requirements, school policies, pupil behaviour and continuing professional development of staff.
7. Promote partnership working and collaboration between schools, pupils, parents and carers to promote high standards of attendance, behaviour and learning.
8. Receive reports from each school on the views of pupils, parents, carers and other stakeholders as part of a programme of regular self-evaluation by schools whereby they assess their performance and progress.
9. Recommend to the Trust Board for approval the educational targets of the schools across the Trust.

Yorkshire Wolds Teacher Training Executive Board Terms of Reference



These Terms of Reference are currently under review, due to the re-accreditation process.

Core Values

The Board will:

- observe the highest standards of impartiality, integrity and objectivity in relation to governance
- be accountable to its stakeholders and regulatory bodies for its activities;
- engage in a partnership with The Education Alliance Board of Trustees

Expectations

All members are required to:

- comply with the:
 - Terms of Reference
 - Declaration and Conflicts of Interest Policy
- ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of Yorkshire Wolds Teacher Training
- not misuse information gained in the course of their membership for personal gain, nor seek to use the opportunity of service to promote their private interests or those of connected schools, persons, firms, business or other organisations;
- participate actively in the induction process, any relevant training and the performance review process.

Powers, Functions and Responsibilities of Members

The members are responsible for the governance and supervision of YWTT and its committees.

The members have a number of duties and responsibilities relating to the governance of YWTT and its finances. In summary, the members are responsible for:

- Establishing the vision, mission and values of YWTT
- Strategic Development - Action and Development planning, including sustainable growth as presented by the Director of YWTT.
- Approval, monitoring and implementation of YWTT policy.
- Annual self-assessment and self-evaluation of SCITT as reported by the Director of YWTT (to include headline KPIs for Quality Assurance of provision).
- Provision, Systems and Processes - Interim self-assessment and self-evaluation of YWTT as reported by the Director of ITT (to include interim headline KPIs for the Quality Assurance of provision, systems and processes)
- Finance - Ensure appropriate and sound financial spend and planning as presented by the Director of Finance.

- The selection and, if necessary, deselection of partnership schools.
- Making recommendations to the DfE for award of QTS (final meeting within year-end).

Accountability of Members

The Members are chiefly accountable to:

- the beneficiaries of YWTT (trainee teachers and the Partnership) for the quality of Initial Teacher Training care at YWTT.
- the DfE and specifically the Secretary of State under the terms of the Grant Funding Agreement
- other regulatory authorities for compliance with regulated responsibilities to which YWTT and the academies are subject.

Conducting Members' Business

The members are required to:

- act together and in person and not delegate responsibility of the YWTT Executive Board to others;
- act in the interests of YWTT only and without regard to their own private interests;
- not take personal benefit from YWTT
- access proper professional advice on matters on which they are not themselves competent.

The members should also hold the Director of YWTT to account. They should offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and approve proposals where appropriate and at all times act in the best interests of YWTT.

The members shall have regard to the framework for Initial Teacher Education Inspection handbook (Ofsted) and Initial teacher training criteria and supporting advice Information for accredited initial teacher training providers (DfE).

Chair of YWTT Executive Board

Chris Abbott will act as Chair.

The main role of the Chair is to chair meetings of the YWTT Executive Board.

Meeting of YWTT Executive Board

There will be a minimum of three meetings for the Members each academic year. A record of the meeting, the attendance and actions will be recorded in the form of minutes by the YWTT Administrator. These will be checked as a true record in subsequent meetings and shared with all members of the YWTT Executive Board.

In determining the agenda for YWTT meetings, the members will have regard to the requirement on them to:

- Ensure good financial management;
- Recruitment and completion rates of trainees

- Employment and retention rates
- Quality assurance of Partnership
- Quality Assurance of programme and provision
- Compliance with ITT criteria
- Self-evaluation and development planning

In consultation with the Chair, the YWTT administrator will prepare an annual plan for the meetings.

Stakeholders' Voices

Members are asked to have regard to the voices of their various stakeholders and to put in place arrangements to receive feedback and to respond appropriately. This may include:

- Trainees
- Partners
- Wider education community

Risk Management

The Director of YWTT is responsible assessing risks associated with the development and operation of YWTT and will:

- identify the major risks that apply to YWTT, including:
 - operational risks (employment issues, health and safety, fraud, service quality and development etc.);
 - financial risks (accuracy of financial information, cash flow, reserves, over-reliance on funding sources etc.);
 - external risks (changes in government policy, economic factors, demographic changes, adverse publicity etc.); and
 - regulatory risks (compliance with legislation, changes in policies of the regulators etc.)
- making decisions (based where appropriate on advice from professional advisors) as to how to respond to those risks; and
- making appropriate statements regarding the management of risks in the annual report.

The Audit Committee, supported by the Executive Team, shall prepare a risk register, along with a procedure by which the risk register shall be subject to regular review. The risk register shall have named individuals assigned to manage each area.

The Management of Conflicts of Interest

The Companies Act 2006 imposes a statutory duty on the Members to avoid situations in which they have or could have an interest or a perceived interest, which conflicts (or could conflict) with the interests of YWTT. The duty is to:

- a. declare the nature and extent of any interest in any matter relating to YWTT;
- b. avoid any conflict of interest between that interest and the interests of YWTT;

- c. manage potential, actual and perceived conflicts of interest.

Further details are set out in the Declarations and Conflicts of Interest Policy which the Members must comply with.

Recruitment of Members of the YWTT Executive Board

It is essential that the YWTT Executive Board has a proper mix of skills and experience. The members must therefore be able to identify potential new members in order to plan for succession, which combines continuity of experience and expertise with new ideas.

The YWTT Board as a whole is responsible for ensuring that:

- the skills of any new member fit in with the YWTT's requirements in the short, medium and longer term;
- the new member understands the responsibility he/she is taking on and consents to act as a member of the YWTT Executive Board.

Each new member will be properly inducted to ensure that they understand the nature and extent of their role and responsibilities.

Members will be provided with:

- Terms of reference
- Framework for Initial teacher education inspection handbook (Ofsted)
- <https://www.gov.uk/government/publications/initial-teacher-education-ite-inspection-framework-and-handbook/initial-teacher-education-ite-inspection-framework-and-handbook>
- Initial teacher training criteria and supporting advice Information for accredited initial teacher training providers (DfE).
- <https://www.gov.uk/government/publications/initial-teacher-training-criteria/initial-teacher-training-itt-criteria-and-supporting-advice>
- Declaration and Conflicts of Interest Policy

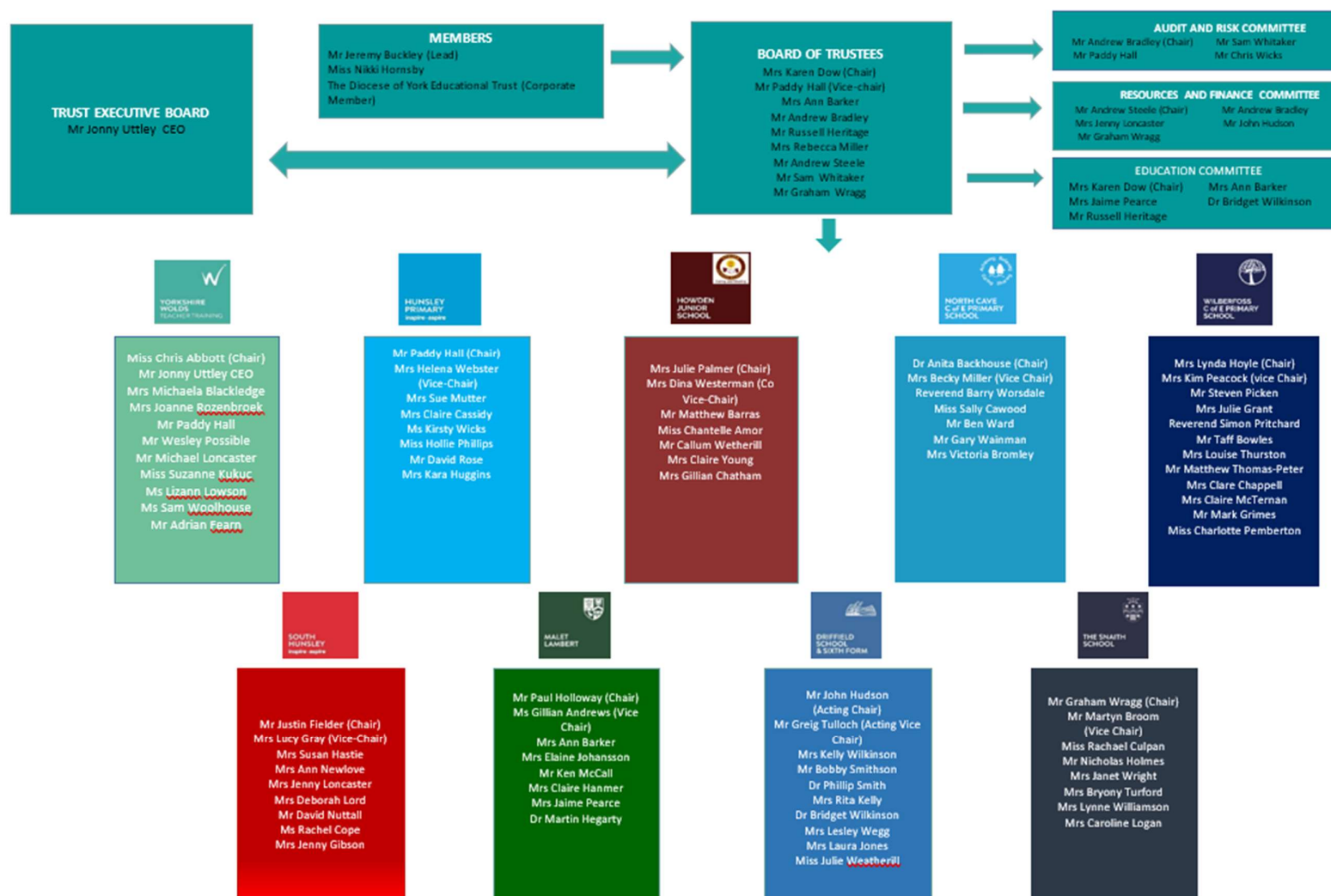
Training and Development of Members

Members shall ensure the YWTT Executive Board has the skills and experience needed to perform its function effectively. Members shall also be kept up to date with developments in the legal and regulatory framework in which YWTT operates.



GOVERNANCE STRUCTURE

Appendix 8





MEETING SCHEDULE 2023-2024

BOARD OF TRUSTEES

DATE	TIME
Wednesday 4 October 2023	6.00pm
Thursday 23 November 2023	6.00pm
Wednesday 20 December 2023	6.00pm
Thursday 29 February 2024	6.00pm
Thursday 25 April 2024	6.00pm
Thursday 6 June 2024	6.00pm
Thursday 11 July 2024	6.00pm

AUDIT & RISK COMMITTEE

DATE	TIME
Tuesday 7 November 2023	6.00pm
Monday 18 December 2023	6.00pm
Wednesday 20 March 2024	6.00pm
Tuesday 18 June 2024	6.00pm

RESOURCES AND FINANCE COMMITTEE

DATE	TIME
Tuesday 26 September 2023	6.00pm
Tuesday 30 January 2024	6.00pm
Thursday 27 June 2024	6.00pm

EDUCATION COMMITTEE

Wednesday 27 September 2023	3.00pm
Thursday 8 February 2024	3.00pm
Thursday 13 June 2024	3.00pm

MEMBERS' AGM MEETING

DATE	TIME
Wednesday 24 January 2024	6.00pm

TRUST AND LGB CHAIRS' MEETING

DATE	TIME
Wednesday 15 November 2023	5.00pm
Wednesday 6 March 2024	5.00pm
Wednesday 3 July 2024	5.00pm

TRUST DEVELOPMENT SESSIONS

(All Governors, Trustees and Members)

DATE	TIME
Thursday 9 November 2023	6.00pm
Monday 18 March 2024	6.00pm

SECONDARY SCHOOLS

MALET LAMBERT SCHOOL LGB

DATE	TIME
Tuesday 3 October 2023	5.30pm
Tuesday 6 December 2023	5.30pm
Tuesday 12 March 2024	5.30pm
Tuesday 9 July 2024	5.30pm

SOUTH HUNSLEY LGB

DATE	TIME
Thursday 5 October 2023	6.00pm
Wednesday 6 December 2023	6.00pm
Thursday 14 March 2024	6.00pm
Wednesday 10 July 2024	6.00pm

THE SNAITH SCHOOL LGB

DATE	TIME
Wednesday 11 October 2023	6.00pm
Wednesday 6 December 2023	6.00pm
Tuesday 12 March 2024	6.00pm
Wednesday 19 June 2024	6.00pm

DRIFFIELD SCHOOL LGB

DATE	TIME
Wednesday 25 October 2023	5.30pm
Thursday 7 December 2023	5.30pm
Thursday 14 March 2024	5.30pm
Thursday 20 June 2024	5.30pm

PRIMARY AND JUNIOR SCHOOLS

HUNSLEY PRIMARY LGB

DATE	TIME
Monday 2 October 2023	6.00pm
Monday 22 January 2024	6.00pm
Monday 13 May 2024	6.00pm
Monday 1 July 2024	6.00pm

NORTH CAVE PRIMARY LGB

DATE	TIME
Monday 9 October 2023	6.30pm
Monday 5 February 2024	6.30pm
Monday 20 May 2024	6.30pm
Monday 8 July 2024	6.30pm

HOWDEN JUNIOR SCHOOL LGB

DATE	TIME
Thursday 5 October 2023	6.00pm
Thursday 8 February 2024	6.00pm
Thursday 16 May 2024	6.00pm
Thursday 11 July 2024	6.00pm

WILBERFOSS PRIMARY LGB

DATE	TIME
Tuesday 17 October 2023	6.15pm
Tuesday 6 February 2024	6.15pm
Tuesday 14 May 2024	6.15pm
Tuesday 2 July 2024	6.15pm