

ALL SAINTS SCHOOLS TRUST
BOARD OF TRUSTEES TERMS OF REFERENCE
v1.0 April 2018

1. POWERS OF THE BOARD OF TRUSTEES

- 1.1.** The Trustees shall exercise duties and powers as set out in the Trust's Memorandum and Articles of Association and Funding Agreements, in compliance with current, relevant legislation and, in particular;
- 1.1.1. Shall advance for public benefit education by establishing, maintaining, managing and developing schools, offering a broad and balanced curriculum, the Object of the Trust (*Article 4*),
 - 1.1.2. Shall set out the Trust's vision, ethos, values and principles,
 - 1.1.3. Shall expend the funds of the Trust, as they see fit, in furtherance of the primary Object as outlined above,
 - 1.1.4. Shall enter into contracts on behalf of the Trust (*Article 94*),
 - 1.1.5. Shall abide by the requirements of and have regard to the guidance contained in the Academies Finance Handbook, including the approval of the annual budget at the appropriate time in each Academy financial year,
 - 1.1.6. Shall prepare and submit an Annual Account Report and Return, audited by independent auditors, to the Secretary of State, as Principal Regulator, and to Companies House. These shall also be published on the Trust website (Articles 129-131),
 - 1.1.7. Shall establish any Committee they deem appropriate (Article 100b) and regulate their proceedings (Articles 101),
 - 1.1.8. Shall establish Local Governing Bodies (Article 100a) as committees of the Trust board and regulate their proceedings (Articles 104),
 - 1.1.9. Shall appoint the Chief Executive and Headteachers or Heads of School of Academies (Article 107),
 - 1.1.10. Shall delegate powers and functions to any Trustee, Governor, Committee, CEO or Principal as they may agree (Article 105-6).
- 1.2.** The Trustees shall have the right to intervene in the governance of any school where it has serious cause for concern, including;
- 1.2.1.** The standards of performance of pupils at the School are unacceptably low,
 - 1.2.2.** There has been a serious breakdown in the way the School is governed or managed,
 - 1.2.3.** The safety of pupils or staff is threatened,
 - 1.2.4.** There is concern about possible financial mismanagement or failure to operate within budget.
- 1.3.** The Trustees shall appoint a Trustee, with suitable experience and knowledge, to monitor and report to the Trust Board on the progress of any school causing concern,
- 1.4.** The Articles of Association are attached as Annex 1.
- 1.5.** The Master and Supplemental Funding Agreements are attached as Annex 2.

2. COMPOSITION AND APPOINTMENT OF THE BOARD OF TRUSTEES

- 2.1. The composition of the Board of Trustees is set out in the Articles of Association and, in particular, shall be as follows;
 - 2.1.1. Up to nine (9) Trustees in total, (Article 5X),
 - 2.1.2. Up to five (5) Foundation Trustees appointed by the Corporate Member, The Diocese of St Edmundsbury & Ipswich, and the Foundation Members such that Foundation Trustees area a majority of all Trustees (Article 5X),
 - 2.1.3. Up to three (3) Trustees appointed by the Members (Article 5X),
 - 2.1.4. The Chief Executive Officer (Article 5X),
 - 2.1.5. Trustees are to be nominated to provide skills and experience relevant and beneficial to the effective governance of the Trust, subject to term 2.1.2, while seeking to maintain equitable representation of the founding schools, and
 - 2.1.6. Co-opted Trustees appointed by the Trustees (Article 58).
- 2.2. The Trust Board of Trustees shall support each School Local Governing Body to make all necessary arrangements for the election of a minimum of two Parent Governors from parents of registered pupils at each School (Articles 55 and 101A).

3. TERM OF OFFICE FOR TRUSTEES

- 3.1. The Term of Office for Trust Trustee is four (4) years and there shall be no limit on the terms a Trustee may serve.
- 3.2. The Chief Executive Officer shall be ex-officio and therefore without limit on Term of Office.

4. MEETINGS OF THE TRUST BOARD

- 4.1. The Trust Board shall meet as set out in the Articles of Association and, in particular;
 - 4.1.1. The Trust Board shall meet at least three times in each school year (Article 109),
 - 4.1.2. The Trust Board shall meet during the date periods as per the Trust Governance Planning Calendar,
 - 4.1.3. The Trustees shall meet specifically to approve the Trust Audited Accounts and Annual Report,
 - 4.1.4. The Trustees will receive notice of each meeting at least seven (7) clear days before the date of the meeting (Article 111).
- 4.2. Quorum for a meeting of the Trust Board will be;
 - 4.2.1. The greater of either three (3) persons or one third (1/3) of all trustees who at the time of the meeting are entitled to vote (Article 117),
 - 4.2.2. For decisions set out in Article 119, a number of persons equal to at least two thirds (2/3) of all trustees who at the time of the meeting are entitled to vote.
- 4.3. Each question to be decided at a meeting of the Trust Board shall be determined by a majority of votes of those Trustees present and eligible to vote on the question. In the event that there are equal votes on the question then the Chair shall have an additional casting vote (Article 120-121).

5. APPOINTMENT OF THE Trust BOARD CHAIR AND VICE CHAIR

- 5.1. The term of office for the Chair and Vice-Chair will be 1 year. They shall be elected at the first meeting of each school year (Article 82) and, in particular;
 - 5.2. The Chair and Vice Chair will be elected, by a secret ballot, conducted by the Clerk to the Trustees,

- 5.3. Trustees, should they wish to make a nomination, shall submit a nomination to the Clerk in writing at least fourteen (14) days prior to the meeting at which the election is to take place. A Trustee can nominate him/herself for office and does not need to be present,
- 5.4. Nominee(s) will be asked to leave the room whilst the election takes place. If there is more than one candidate, the remaining Trustees will take a vote by secret ballot and the Clerk will tally the votes,
- 5.5. If there are more than three nominees per office, the nominee polling the least votes on each vote shall be eliminated and a further vote taken until there are only xx candidates remaining.. A final vote will then be taken and if there is a tie, the Governors, with the candidates out of the room, shall discuss the strengths of nominees and take a further vote, again by secret ballot. This process will continue until a candidate receives a majority of votes.

6. DELEGATION OF POWERS TO COMMITTEES, ADVISORS, GOVERNORS AND CHIEF EXECUTIVE

- 6.1.** The Trust Board shall agree the delegation of functions to Trust Committees, Local Governing Bodies and the Chief Executive at the first meeting of the Trust Board each school year. The Scheme of Delegation shall be detailed as Annex 4.
- 6.2.** The Trust Board shall retain the following governance responsibilities;
 - 6.2.1. To approve the Trust Board Terms of Reference (SoD 1.2),
 - 6.2.2. To approve the Trust Scheme of Delegation (SoD 1.3),
 - 6.2.3. To consider and approve further academies joining the Trust (SoD 1.4),
 - 6.2.4. To establish Trust Committees (SoD 1.5),
 - 6.2.5. To approve Trust Committee Terms of Reference (SoD 1.7),
 - 6.2.6. To approve Local Governing Body Terms of Reference (SoD 1.8),
 - 6.2.7. To elect (and remove) the Chair of the Trust Board (SoD 1.11),
 - 6.2.8. To remove the Chair and/or Vice Chair of the Local Governing Body in exceptional circumstances such as those listed in clause 1.10 of these Terms, (SoD 1.13),
 - 6.2.9. To appoint Trust governors to each Local Governing Bodies, normally on the nomination of that Local Governing Body (SoD 1.12),
 - 6.2.10. To remove Governors from Local Governing Bodies in exceptional circumstances such as those listed in clause 1.10 of these Terms (SoD 1.13),
 - 6.2.11. To appoint (and remove) Chair(s) of Trust Committees (SoD 1.16),
 - 6.2.12. To appoint (and remove) members of Trust Committees (SoD 1.17),
 - 6.2.13. To appoint (and remove) the Clerk to the Trustees and any Clerk to the Local Governing Bodies (SoD 1.18-1.19),
 - 6.2.14. To appoint the Accounting Officer (SoD 1.20),
 - 6.2.15. To approve the list of statutory, mandatory or required policies including the determination of those that are Trust policies and those that are School policies (SoD 1.22)
 - 6.2.16. To approve the calendar of Trust Board and LGB meetings (SoD 1.23),
 - 6.2.17. To monitor the performance of Local Governing Bodies to ensure that they are fulfilling their responsibilities and fully accountable.
- 6.3.** The Trust Board shall retain the following strategic and financial responsibilities;

- 6.3.1. To approve the Trust Strategic Plan (SoD 2.1) which shall include a statement of the Trust's vision, ethos, values and principles,
- 6.3.2. To approve the Trust 1 year plan (SoD 2.2),
- 6.3.3. To approve Schools' Performance Targets and the Schools' Performance Review (SoD 2.3-4),
- 6.3.4. To approve the Schools' 5 Year Plans (SoD 2.5)
- 6.3.5. To approve the Annual Pay Awards for Teachers and Support Staff (SoD 3.4-5)
- 6.3.6. To appoint the CEO and to oversee their performance management (SoD 4.1, 3.7),
- 6.3.7. To approve the Trust staffing structure and complement and appointment of Trust staff (SoD 4.3-4)
- 6.3.8. To approve the appointment of each Headteacher (SoD 4.6),
- 6.3.9. To approve any proposals for the redundancy of staff (SoD 4.17),
- 6.3.10. To approve Trust Financial Regulations & Procedures (SoD 5.1-2),
- 6.3.11. To recommend to the Members the appointment of the Trust Auditors (SoD 5.3),
- 6.3.12. To approve Trust and Schools 1 Year budget plans (SoD 5.5 & 5.14),
- 6.3.13. To approve Schools' term dates and the hours of the school day (SoD 7.1)
- 6.3.14. To approve any proposals for the change, expansion or extension of provision for any School (SoD 7.2-4), and
- 6.3.15. To approve School Admissions policies (SoD 7.15).

7. COMMITTEES

- 7.1. The Trust Board shall establish Committees, as set out in the Articles of Association, with Terms of Reference and Membership to be agreed and reviewed at the first meeting of the Trust Board each school year, recognising that the Finance and Audit Committee shall be permanently constituted as required by the Funding Agreement.
- 7.2. The current Committee structure, Terms of Reference and Membership shall be detailed as Annex 3.
- 7.3. The Trustees shall agree whether to appoint non-Trustees as Committee members and whether they shall have voting rights, notwithstanding the requirement for the majority of the members present to be Trustees before a vote can be taken (Article 101).
- 7.4. The practice for Committee Management shall be;
 - 7.4.1. Agendas will be circulated to all committee members at least seven (7) days in advance of the meeting,
 - 7.4.2. Committee papers will be available to all Trustees (not just those on the committee),
 - 7.4.3. Minutes will be circulated to all Trustees (not just those on the committee),
 - 7.4.4. Minutes will be signed by the Committee Chairman at the next committee meeting to verify that the minutes are a true record,
 - 7.4.5. Any Trustee may attend a committee meeting but only named committee members may vote.

8. APPOINTMENT OF THE ACCOUNTING OFFICER

- 8.1. The Trustees shall appoint the CEO as Accounting Officer.
- 8.2. The role of accounting officer includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's accounting officer, for the financial resources

under the trust's control. Accounting Officers **must** be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly:

- 8.2.1.** value for money – this is about achieving the best possible educational outcomes through the economic, efficient and effective use of resources. A key objective is to achieve value for money not only for the trust but for taxpayers generally. A full definition is included in Annex A.
- 8.2.2.** regularity – dealing with all items of income and expenditure in accordance with legislation, the terms of the trust's funding agreement and this handbook, and compliance with the trust's internal procedures – this includes spending public money for the purposes intended by Parliament
- 8.2.3.** propriety – the requirement that expenditure and receipts should be dealt with in accordance with Parliament's intentions and the principles of parliamentary control – this covers standards of conduct, behaviour and corporate governance

9. APPOINTMENT OF THE COMPANY SECRETARY

- 9.1.** The Trust Board may appoint a Company Secretary who shall not be a Trustee nor a Member. If a Company Secretary is not appointed, then the Trustees shall appoint a member of staff to carry out the functions below.
- 9.2.** The functions of the Company Secretary or appointed member of staff shall be;
 - 9.2.1. To keep records such as registers of Trustees and Members,
 - 9.2.2. To file documents and accounts at Companies House,
 - 9.2.3. To ensure that the Trust Board acts within its powers and that decisions are communicated and notified to relevant bodies, principally the DfE,
 - 9.2.4. To be a point of contact for Members and Trustees and to provide information to them including, for example, email addresses, instruments of proxy and notices of resignation or disqualification,
 - 9.2.5. To be temporary Chair while the Chair is being elected,
 - 9.2.6. To keep a book containing the minutes of the Trustees' meetings,
 - 9.2.7. To convene meetings of Trustees by sending out signed written notices at least 7 clear days before the meeting,
 - 9.2.8. To keep a register of interests, bring the issue of conflicts of interest to the attention of the Trustees and to maintain a risk register.

10. APPOINTMENT OF A CLERK

- 10.1.** The Trust Board may appoint a Clerk to the Trustees who shall carry out those functions of the Company Secretary as delegated with the agreement of the Trust Board.

11. TRUSTEES' EXPENSES

- 11.1.** The Trust shall reimburse exceptional expenses incurred by Trustees in line with the relevant policy.

DECLARATION

The Board of Trustees, at its meeting on insert date resolved to adopt these Terms of Reference. A copy has been forwarded to the Clerk to the Trustees for the formal Trust Board records. These Terms of Reference will be reviewed annually at the start of the academic year.

Signature
(Chair of the Trust Board)

Date of signature

ANNEX 1: Trust Articles of Association

ANNEX 2: Master & Supplementary Funding Agreements

ANNEX 3: Trust Committee structure, Terms of Reference and Membership

ANNEX 4: Trust Scheme of Delegation