



# Committee Terms of Reference

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*Together, pursuing life in all its fullness*

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V1	September 2021	Louise Beale	New Issue in line with new governance structures
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# 1. Trust Board Terms of Reference

## Authority

The Trust Board is accountable to the Members of the Company and to the sponsor the Diocesan Board of Education.

## Purpose

To ensure the core mission of the Trust is realised, namely to build a better future for all within our Academies who in turn will positively impact their communities.

*Together, pursuing 'life in all its fullness' (based on John 10, 10)*

To ensure compliance with all aspects of regulation, and operation within the requirements set out in the Trust Memorandum and Articles of Association.

## Membership

The membership of the Board of Directors is as set out in the Trust Articles of Association and includes the Chief Executive Officer. There shall not be less than 3 Directors.

Also attending are Head of Education, Head of Finance, Head of Human Resources and Head of Operations and Compliance who do not have a vote.

The Board will be quorate if at least one third (rounded up) of the total number of Directors holding office are present, with a minimum of three.

The Chair of the Board shall have a casting vote.

## Responsibilities

The Trust Board is the decision-making body and is accountable and responsible for all the academies in the Trust.

Trust boards have three core functions:

1. Ensuring clarity of the vision, ethos and strategic direction.
2. Holding the Executive Leaders to account for the educational performance of the academies and their pupils and the effective and efficient performance management of staff.
3. Overseeing the financial performance of the academies and making sure that its money is well spent.

The Board:

- must operate and make decisions to further the Trust's charitable object.
- are responsible for the general control and management of the administration of the academy trust.
- may exercise all the powers of the Trust (subject to the provisions of the Companies

Act, the Trust's Articles of Association and the Members' ability to direct the Board by special resolution).

- have statutory duties to exercise care, skill and diligence and avoid conflicts of interest.
- must be connected with, and engage with, the communities and stakeholders it serves.
- must publish on its website up-to-date details of the overall governance arrangements it has put in place.
- is responsible for liaising with the Diocese of Coventry.
- should have regard to the need for the CEO and staff to be able to achieve a satisfactory work life balance, and, through their strategic role, should provide support and challenge to help reduce unnecessary burdens, for example, in relation to the number of data requests that are made.
- is the Trust's key strategic decision maker, however it delegates certain responsibilities in accordance with the Trust's Scheme of Delegation.
- must make decisions in the best interest of pupils, not personal interests, and welcome a diverse range of viewpoints when debating decisions.
- should play a strategic role and avoid routine involvement in operational matters. However, since the board is responsible in law for the academies, it may need to intervene in operational matters if a circumstance arises where, because of the actions or inactions of the Trust Leaders, the Trust or an academy may be in breach of a statutory duty.
- should focus strongly on holding the CEO to account for exercising their professional judgement in these matters and all of their other duties.

## **Administration**

The Trust Board will meet at least six times a year.

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the Chair of the Board (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the Board, be submitted to the next scheduled meeting of the Board for ratification.

The Board will review these terms of reference and self-assess its performance against these terms of reference on an annual basis prior to approval.

## 2. Audit and Risk Committee Terms of Reference

### Authority

The Audit and Risk Committee is a committee of The Diocese of Coventry Multi Academy Trust's ("Trust") Board of Directors ("the Board") and is authorised to act within its terms of reference, Trust Schemes of Delegation and Academies Financial Handbook or on projects specifically delegated to it by the Board.

### Purpose

The role of the Audit and Risk Committee is to maintain an oversight of the Trust's risk management, internal control and value for money framework. It will report its findings annually to the Board and the Accounting Officer as a critical element of the Trust's annual reporting requirements.

### Membership

The membership of the ARC should will consist of at least three Directors and up to two non-Director members. Trust Directors (excluding the Chief Executive) must always be in the majority. Employees of the Trust should not be Committee members.

The Chief Executive Officer (Accounting Officer), Head of Finance and Head of Operations and Compliance should attend and participate in discussions but will not have a vote.

The Audit and Risk Committee will be quorate if at least two Directors (excluding the Chief Executive Officer) are present. If the meeting is not quorate, discussions can go ahead but the meeting cannot make decisions, which may subsequently be made by email.

The Chair of the Committee will be a Director of the Trust and shall have a casting vote. With reference to AFH (3.10) the Chair of the ARC should not be Chair of the Board.

### Duties

The Audit and Risk Committee has responsibilities / duties in accordance with the Trust's Scheme of Delegation and Academies Financial Handbook.

AFH (3.8), the remit of the committee in relation to internal scrutiny.

The ARC must: -

- Direct the Trust's programme of internal scrutiny
- Ensure that risks are being addressed appropriately through internal scrutiny
- Report to the Board on the adequacy of the Trust's internal control framework including financial and non-financial controls and management of risks

AFH (4.17), with regards to external audit.

The ARC must:-

- Review the external auditor's plan each year
- Review the annual report and accounts
- Review the auditor's findings and actions taken by the Trust's leadership in response to those findings
- Assess the effectiveness and resources of the external auditor to provide a basis for decisions by the Trust's members about the auditor's reappointment or dismissal or retendering

Supplementary ARC responsibilities are to:

- Recommend financial oversight and monitor adequacy and effectiveness of internal controls (including review of the statement of internal control) and arrangements for risk management, governance regulations and procedure and for securing economy, efficiency and effectiveness (value for money).
- Recommend to the Board the appointment, re-appointment, dismissal and remuneration of the financial statements auditor and the internal audit service, including recommending the scope and objectives.
- Ensure effective co-ordination between the internal audit service and the financial statements auditor.
- Recommend the audit strategy and annual internal audit plans for the internal audit service including internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements auditor, and management's responses to these.
- Monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports and the financial statements auditor's management letter.
- Consider and advise the Board on relevant reports by the National Audit Office, the ESFA and other funding bodies and, where appropriate, trust leadership's response to these.
- Establish, in conjunction with the Trust Leadership Team, relevant annual performance measures and indicators to monitor the effectiveness of the internal audit service and financial statements auditor. Recommend when a competition for price and quality of the audit service is appropriate.
- Monitor the Trust's risk management policy and procedures and advise the Board on its adequacy and effectiveness.
- Monitor the Trust's overall risk via the strategic risk register, informed by committee monitoring of the risks assigned to each committee.
- Produce an annual report for the Board and Accounting Officer, including advice on the effectiveness of risk management, control and governance processes and any significant matters arising from the work of the internal audit service and the financial statements auditor.

- Monitor and advise the Board on any alleged fraud and irregularity in the Trust's financial and other control systems and ensuring that all allegations of fraud and irregularity are properly followed up.
- Be informed of all additional services undertaken by the internal audit service and the financial statements auditors.
- Review and recommend the annual financial statements to the Board for approval.
- Monitor the effectiveness of whistleblowing procedures meeting privately with the Internal and External Auditors, and separately with the Chief Executive Officer at least once a year.

### **Administration**

The Audit and Risk Committee should meet at least three times a year (AFH 3.7).

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the Chair of the Audit and Risk Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the Audit and Risk Committee, be submitted to the next scheduled meeting of the Board.

The Audit and Risk Committee will review these terms of reference and self-assess its performance against these terms of reference on an annual basis prior to submission to the Board for approval.

### **3. Business and Finance Committee Terms of Reference**

#### **Authority**

The Business and Finance Committee is a committee of The Diocese of Coventry Multi Academy Trust's ("Trust") Board of Directors ("the Board") and is authorised to act within its terms of reference and Trust Schemes of Delegation or on projects specifically delegated to it by the Board.

#### **Purpose**

The role of the Business and Finance Committee is to maintain an oversight of the Trust's finances, the financial implications of human resources, payroll, administration, marketing, health and safety, data protection, premises, insurance, ICT and catering.

#### **Membership**

The Business and Finance Committee will consist of at least three Directors., and up to two non Directors. Trust Directors (excluding the Chief Executive) must always be in the majority. Employees of the Trust should not be Committee members.

The Chief Executive Officer, Head of Finance and Head of Operations and Compliance should attend and participate in discussions but will not have a vote

The Business and Finance Committee will be quorate if at least two Directors are present. If the meeting is not quorate, discussions can go ahead but the meeting cannot make decisions, which may subsequently be made by email.

The Chair of the Committee will be a Director of the Trust and shall have a casting vote.

#### **Duties**

The Business and Finance Committee has responsibilities / duties in accordance with the Trust's Scheme of Delegation.

Specific responsibilities of the Business and Finance Committee are to:

- Provide guidance and assistance to the Trust's Chief Executive and the Board in all matters relating to:
  - Budgeting and finance
  - The financial implications of human resources and staffing costs
  - Trust administration and marketing
  - Health & safety
  - Data Protection
  - Premises
  - Insurance
  - ICT provision and support
  - Catering

- Review the Trust's budget plan, including consideration of long term planning and resourcing and recommending to the Board for approval ensuring the link with Trust Strategic Plan priorities is present and clear.
- Review and recommending authorisation of academy budgets to Directors (including reforecasts).
- Monitor all income and expenditure and reporting management accounts to the Board.
- Monitor cash management and cashflow and discussing any variation with those responsible for the appropriate budget(s).
- Monitor and review policies and procedures relating to the role of the Committee and ensure compliance with relevant regulations.
- Monitor overall compliance with policy matrix.
- Plan and monitor those areas relevant to the Committee's role such as investments, legal claims, operating leases and agreements, fraud or theft and ESFA and statutory reporting and ICT plans.
- Monitor and oversee the management of the relevant items of risk identified in the Trust's strategic Risk Register.
- Recommend and monitor premises management strategy including acquisition or disposal of land and buildings and capital programme expenditure.
- Recommend and monitor ICT plans and priorities.

## **Administration**

The Business and Finance Committee will meet at least six times a year.

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the Chair of the Business and Finance Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the Business and Finance Committee, be submitted to the next scheduled meeting of the Board.

The Business and Finance Committee will review these terms of reference and self-assess its performance against these terms of reference on an annual basis prior to submission to the Board for approval.

## **4. Education and Ethos Committee Terms of Reference**

### **Authority**

The Education and Ethos Committee is a committee of The Diocese of Coventry Multi Academy Trust's ("Trust") Board of Directors ("the Board") and is authorised to act within its terms of reference and Trust Schemes of Delegation or on projects specifically delegated to it by the Board.

### **Purpose**

The role of the Education and Ethos Committee is to have oversight of the overall effectiveness of the ethos, standards and performance of the academies within the Trust. The Education and Ethos Committee will formulate and review any policies that are delegated to it by the Board of Directors as set out in the Trust Schemes of Delegation.

### **Membership**

The Education and Ethos Committee will consist of at least three Directors and up to two non Directors. Trust Directors (excluding the Chief Executive Officer) must always be in the majority. Employees of the Trust should not be Committee members.

The CEO and Deputy CEO - Education should attend and participate in discussions but will not have a vote.

The Education and Ethos Committee will be quorate if at least two Directors (excluding the Chief Executive Officer) are present. If the meeting is not quorate, discussions can go ahead but the meeting cannot make decisions, which may subsequently be made by email.

The Chair of the Committee will be a Director of the Trust and shall have a casting vote.

### **Duties**

The Education and Ethos Committee has responsibilities / duties in accordance with the Trust's Scheme of Delegation.

Specific responsibilities of the Education and Ethos Committee are to:

- Advise the Board with respect to targets for pupil achievement across the Trust.
- Receive a termly report from the Deputy CEO – Education regarding standards and performance of the Trust academies against key performance indicators including the performance of different groups and attendance and exclusion data.
- Identify any common and/or academy specific areas of concern in respect of standards and performance and to monitor progress towards achieving KPIs.
- Monitor the curriculum provided at each academy in order to ensure that it remains balanced and broadly based.

- Formulate or scrutinize and review Trust policies relating to ethos, standards and effectiveness (including teaching, learning and pedagogy) for recommendation to the Board. To ensure compliance with regulations such as equalities and safeguarding.
- Ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion, student wellbeing and the sharing of good practice across the Trust.
- Receive a termly safeguarding report from the Deputy CEO – Education and make recommendations on safeguarding to the Board. Approve DSL and LAC designated staff in academies.
- Monitor SEND provision, external education support and provision, and use of pupil and sport premiums in the academies and report to the Board.
- Receive summaries of individual academies' self-evaluation against the Ofsted and SIAMS (CofE academies only) frameworks as well hear the judgments of the Deputy CEO – Education as to the accuracy of self-evaluation documents and monitor targets and actions/progress and readiness for inspection.
- Monitor reports from the Deputy CEO – Education on Academy Action Plans and progress.
- Receive Ofsted and SIAMS (CofE academies only) inspection reports for each of the academies, in order to inform the committee's understanding of the effectiveness of Trust academies.
- Make recommendations to the Board for improving the quality of RE and collective worship within the academies.
- Seek and monitor stakeholder voice.
- Monitor and oversee the management of the relevant items of risk identified in the Trust's strategic risk register.

## **Administration**

The Education and Ethos Committee will meet at least three times a year.

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the Chair of the Education and Ethos Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the Education and Ethos Committee, be submitted to the next scheduled meeting of the Board.

The Education and Ethos Committee will review these terms of reference and self-assess its performance against these terms of reference on an annual basis prior to submission to the Board for approval.

## 5. People and Pay Committee Terms of Reference

### Authority

The People and Pay Committee is a committee of The Diocese of Coventry Multi Academy Trust's ("Trust") Board of Directors ("the Board") and is authorised to act within its terms of reference and Trust Schemes of Delegation or on projects specifically delegated to it by the Board.

### Purpose

The role of the People and Pay Committee is to maintain an oversight of the Trust's staffing structure and to review at least annually the salaries of all staff. The People and Pay Committee will formulate and review any policies that are delegated to it by the Board of Directors as set out in the Trust Schemes of Delegation.

### Membership

The People and Pay Committee will consist of at least three Directors, and up to two non-Directors. Trust Directors (excluding the Chief Executive Officer) must always be in the majority. Employees of the Trust should not be Committee members.

The Chief Executive Officer and Head of Human Resources should be in attendance and participate in discussions but will not have a vote.

The People and Pay Committee will be quorate if at least two Directors (excluding the Chief Executive Officer) are present. If the meeting is not quorate, discussions can go ahead but the meeting cannot make decisions, which may subsequently be made by email.

The Chair of the Committee will be a Director of the Trust and shall have a casting vote.

### Duties

The People and Pay Committee has responsibilities / duties in accordance with the Trust's Scheme of Delegation.

Specific responsibilities of the People and Pay Committee are to:

- Approve or recommend relevant policies and procedures as per policy approval framework (including a central Pay Policy), ensuring compliance including with statutory requirements.
- Monitor policies and report to Board.
- Recommend pay frameworks to Board in line with HR policies.
- Agree and monitor progress against a people strategy.
- Monitor staff structures and proposals for restructuring or redundancy and report to

Board.

- Recommend process of the CEO performance Review to the Board.
- Monitor and approve the CEO recommendations following performance management of Trust Leadership Team and report to Board.
- Be informed on the process of performance management of central staff.
- Be informed on Headteacher performance management and be involved as required to deliver any Headteacher pay appeals in line with policy.
- Monitor performance management of all staff across the Trust and report to Board.
- Monitor staff development across the Trust in conjunction with the EEC and report to the Board.
- Be informed on negotiations with Trade Unions.
- Monitor compensation severance and early retirements in conjunction with BFC and report to the Board.
- Be informed alongside the EEC of student and staff wellbeing and monitor and report to the Board.
- Seek and monitor stakeholder voice.
- Monitor and oversee the management of the relevant items of risk identified in the Trust's strategic risk register.

## **Administration**

The People and Pay Committee will meet at least three times a year.

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the Chair of the People and Pay Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the People and Pay Committee, be submitted to the next scheduled meeting of the Board.

The People and Pay Committee will review these terms of reference and self-assess its performance against these terms of reference on an annual basis prior to submission to the Board for approval.

## 6. Trust Governance Committee Terms of Reference

### Authority

The Trust Governance Committee is a committee of The Diocese of Coventry Multi Academy Trust's ("Trust") Board of Directors ("the Board") and is authorised to act within its terms of reference and Trust Schemes of Delegation or on projects specifically delegated to it by the Board.

### Purpose

The role of the Trust Governance Committee is to support the effective operation of the governance aspects of the Trust.

### Membership

The Trust Governance Committee will consist of at least three Directors, and up to two non Directors. Trust Directors (excluding the Chief Executive Officer) must always be in the majority. Employees of the Trust should not be Committee members.

The Chief Executive and Head of Operations and Compliance should be in attendance and participate in discussions but will not have a vote.

The Trust Governance Committee will be quorate if at least two Directors (excluding the Chief Executive Officer) are present. If the meeting is not quorate, discussions can go ahead but the meeting cannot make decisions, which may subsequently be made by email.

The Chair of the Committee will be a Director of the Trust and shall have a casting vote.

### Duties

The Trust Governance Committee has responsibilities / duties in accordance with the Trust's Scheme of Delegation.

Specific responsibilities of the Trust Governance Committee are to:

- Review the structure, size and composition (including the skills, knowledge, experience, diversity and succession planning) of the Board and its committees and make recommendations to the board with regard to any changes.
- Review and recommend processes related to appointment to all layers of governance within the Trust.
- Monitor the composition, membership and effectiveness of Academy Governance Committees (AGC's), recommending any action to be taken to the Trust Board.
- Make recommendations regarding the composition and membership of the AGCs of schools as they join the Trust.
- Approve and monitor community AGC member appointments.

- Review and make recommendations regarding training and development for all layers of governance.
- Inform and report to the Board on publication of information on trust and academy websites.
- Seek and monitor stakeholder voice.
- Monitor and oversee the management of the relevant items of risk identified in the Trust's strategic risk register.

## **Administration**

The Trust Governance Committee will meet at least three times a year.

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the Chair of the Trust Governance Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the Trust Governance Committee, be submitted to the next scheduled meeting of the Board.

The Trust Governance Committee will review these terms of reference and self-assess its performance against these terms of reference on an annual basis prior to submission to the Board for approval.

## 7. Academy Governance Committee Terms of Reference

### Authority

The Academy Governance Committees are committees of The Diocese of Coventry Multi Academy Trust's ("Trust") Board of Directors ("the Board") and are authorised to act within their terms of reference and Trust Schemes of Delegation or on projects specifically delegated to them by the Board.

### Purpose

The role of the Academy Governance Committee is to provide support, monitoring and challenge around educational experience and performance; church, community and stakeholder engagement and support alignment with Trust strategy, approach, ethos and values at academy level.

### Membership

The membership of the Academy Governance Committee (AGC) is comprised of the following:

- Minimum of 10 Reserved positions as follows:
  - Ex-officio staff position - Executive Head or Headteacher or Head of School
  - Member of academy staff (teaching or non-teaching) elected by the staff of the academy
  - 2 parents of children currently enrolled at the academy elected by the parents and carers from the academy (or at one of the academies where the AGC sits across more than one academy)
  - Ex-officio Clergy position (or substitute) to be agreed by the Parochial Church Council and appointed by the Diocesan Director of Education (DDE) and Archdeacon
  - 3 Foundation AGC members appointed by the Diocese Board of Education
  - 2 Community AGC members appointed by the Trust Governance Committee (TGC)
  
- Two further flexible positions (to a maximum of 12 AGC members) may be filled by elected staff, elected parents, Community or Foundation AGC members at the discretion of the AGC.
  
- Up to 2 Associate members can bring extra skills to an aspect of the work of the committee. They are appointed for one year and can be reappointed at the end of their term. Associate members are appointed by the AGC and notified to the Trust Leadership Team. Associate members are not recorded in the instrument of government, have no voting rights and cannot hold any delegated powers.

<b>Position</b>	<b>Description</b>	<b>Appointment</b>	<b>Term</b>
Staff	Executive Head or Headteacher or Head of School	Ex-officio	Duration of ex-officio status
Staff	Member of academy staff (teaching or non-teaching)	Elected	4 years*
Parent	Parents or carers of children currently enrolled at the academy	Elected	4 years*
Parent			
Community	Community AGC members	Appointed by TGC	4 years
Community			
Foundation	Ex-officio Clergy position (or substitute)	Appointed by DDE and Archdeacon	Duration of ex-officio status
Foundation	Foundation AGC member	Appointed by DBE	4 years
Foundation			
Foundation			
Flexi	Staff, Parent, Community or Foundation AGC member	Dependant on type of appointment	4 years
Flexi			
Associate	Advisory non governing member	Appointed by AGC	1 year
Associate			

\*Staff members cease to be AGC members when they leave the academy. Parent members cease to be AGC members once their child leaves the academy.

On conversion to an academy, members of the existing Governing Body can be transferred into the AGC in line with the membership requirements as defined here. Once established any new AGC members will be appointed as above.

In exceptional circumstances, the Multi Academy Trust Governance Committee may suspend or remove members of the AGC.

Any AGC member vacancies should be notified to the Trust Leadership Team as soon as they arise and should be noted in AGC minutes.

The quorum for an AGC meeting is one half (rounded up to the nearest whole number) of the membership of the AGC, excluding any vacancies.

## **Duties**

The Academy Governance Committees have responsibilities / duties in accordance with the Trust's Scheme of Delegation.

Specific responsibilities of the Academy Governance Committees are to:

- Carry forward the Trust's vision, ethos, values and strategy in ways that are appropriate to the Academy's status, students, pupils, staff and community.
- Monitor the academy's distinctive Christian Vision and to be able to articulate the academy's vision with passion and practical illustration.

- Support the Academy in line with the Scheme of Delegation, Terms of Reference and other guidance set out by the Trust Governance Committee and Board of Directors.
- Monitor AGC membership and skills needs and develop and support election processes where relevant.
- Deliver induction processes and training for AGC members.
- Appoint Chair and vice Chair, lead roles and any locally required sub-committees or working groups.
- Monitor compliance with trust and academy policies and report any non compliance to the Head teacher.
- Approve any academy level policies.
- Ensure register interests and related party transactions is maintained and reported to Trust leadership Team and on Academy website.
- Build and maintain close partnerships with the local Church, Parochial Church Council (PCC) and diocese.
- Monitor and support staff and student wellbeing.
- Build and maintain close links with the parents, pupils and local communities.
- Monitor publication of information on academy websites.
- Develop and deliver appropriate marketing of the academy through high quality messaging, including active promotion where the academy would benefit from increasing pupil numbers.
- Ensure the trust branding appears alongside academy branding.
- Monitor quality of education including: monitoring of academic results and targets; monitoring actions and progress in relation to SEF and AIP; monitoring implementation of policies in relation to teaching, learning and pedagogy; ensuring the academy uses its vision to shape development plans and academy policies.
- Support at Ofsted or SIAMS inspections where required.
- Review and recommend the Academy admission in compliance with the Admissions Code any other relevant statutory or regulatory guidance.
- Present cases to appeals panels and convening panels where necessary for matters such as exclusions and complaints, and sitting on panels for HR processes where required.
- Monitor SEND provision and appoint a lead AGC member for SEND.
- Monitor safeguarding and appoint a lead AGC member for safeguarding.
- Support in the development and delivery of collective worship (Foundation AGC members).
- Monitor the academy pursuit of life in all its fullness, including cultural capital, pupil's confidence and voice, leadership, worship and prayer opportunities.
- Monitor impact of Pupil and PE and Sport premium and appoint PP Champion for AGC.

- Sit on panels for Headteacher, Deputy or (where requested by headteacher) academy senior leadership appointments, as well as for Headteacher Performance Management (AGC Chair (or delegate)).
- Identify funding opportunities such as lottery funding, local supermarket token schemes or local community group grant (e.g. Lions or Rotary Club).
- Monitor academy risks and related issues.
- Work with and support other academy AGC's where appropriate.

## **Administration**

Academy Governance Committees will meet at least six times a year.

Administrative support will be provided by a clerk appointed to the Academy Governance Committee.

Agendas will be agreed in advance by the Chair of the Academy Governance Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least seven calendar days in advance of the meeting.

Minutes of meetings will be taken and once approved in draft by the Chair of the Academy Governance Committee, be uploaded to the academy governors sharepoint folder which is also accessible by the Trust Leadership Team.

The Trust Governance Committee will review these terms of reference on an annual basis prior to submission to the Board for approval.

## 8. Chairs Forum Terms of Reference

### Authority

The Chairs Forum is a collaborative discussion forum.

### Purpose

The role of the Chairs Forum is to share good practice, provide mutual support and constructive challenge, and work together to deliver the vision of the Diocese of Coventry Multi Academy Trust.

The Chairs Forum has no decision making powers.

### Membership

Chair of the Board, Academy Governance Committee Chairs, Business and Finance Committee Chair, Effectiveness and Ethos Committee Chair, People and Pay Committee Chair and Trust Governance Committee Chair, CEO, Deputy CEO - Education, Head of Finance, Head of HR and Head of Operations and Compliance.

The meetings will be Chaired by the CEO or a representative nominated by the CEO.

### Duties

Specific responsibilities of the Chairs Forum are to:

- Ensure all academies in the Trust are recognized for their distinctive and inclusive Christian ethos and for the impact that has on raising educational standards.
- Ensure each academy demonstrates its Christian Distinctiveness by providing an inspirational and holistic education which enables all children and staff to develop and achieve their full potential.
- Share good practice and provide mutual support both operationally and in relation to educational outcomes.
- Be solution focused in seeking opportunities to improve the positive outcomes for all within the Trust, not just in individual academies.
- Be positive, inspiring, robust and challenging; providing information and opportunities to Chairs which are not available to Chairs through other groups or meetings.
- Ensure that everyone feels able to share information in confidence, with openness, honesty and that challenge is appropriate and meaningful.
- Base recommendations on what is best for the children, families and colleagues within the Trust as a whole. Agreement will be by consensus of the group, if an impasse is reached a simple majority vote will be used.
- Provide input and review of the academy improvement strategy, services and programme of CPD provided within the Trust.

## **Administration**

The Chairs Forum Group will meet at least termly via a virtual platform and aim to meet in person at least once a year.

Administrative support will be provided by the Trust.

The agenda will be determined by the outcome of meetings, national and local issues arising and any other items considered appropriate to the group.

Minutes of meetings will be taken and once approved in draft by the Chair of the meeting, will be circulated to all members of the Chairs Forum.

The Chairs Forum will review these terms of reference on an annual basis.

## **9. Academy Improvement Review meetings Terms of Reference**

### **Authority**

The Academy Review Meetings are a collaborative discussion forum.

### **Purpose**

Academy Review Meetings are intended to provide a regular forum for open and honest communication between the Trust Leadership Team and each individual academy so that proactive strategic planning and prudent management underpins the continuous development of the academies.

### **Membership**

Representatives from the central team including: CEO; Head of Education; Head of Finance; Head of HR and Head of Operations and Compliance; and where appropriate Finance Business Partner, Operations and Compliance Lead and Finance Manager.

Representatives from the academy including: Academy Headteacher or Head of School and/or Executive Headteacher; Academy Business Manager and Academy Governance Committee Chair or another member of the Academy Governance Committee if required.

The meetings will be Chaired by the CEO or a representative nominated by the CEO.

### **Duties**

Specific aims of Academy Review Meetings are to:

- Provide an opportunity for key leaders within the academies to meet regularly to review the success, challenges and current issues within each academy.
- Provide the opportunity for AGC members, academy staff and central staff to review the overall effectiveness and smooth running of the academy.
- Share good practice, provide mutual support and to work together to shape a positive, inspiring future for everyone in the academies.
- Provide the opportunity for AGC members, academy staff and central staff to review and discuss the following areas in detail:
  - Academy improvement
  - Christian distinctiveness
  - Financial position and budget planning
  - Staffing issues at the academy
  - Operational issues including contracts renewal, estates management and capital projects

## **Administration**

Academy Review Meetings are convened twice a year.

Administrative support will be provided by the Trust.

Agendas will be agreed in advance by the CEO.

Minutes of meetings will be taken and once approved in draft by the TLT will be circulated to all attendees.