



NCEAT

Governance Strategy
and Scheme of
Operation 2019/20

1. Governance Strategy

1.1 – Introduction

The purpose of governance is to provide confident and strong **strategic leadership** which leads to robust **accountability, oversight and assurance** for educational and finance performance.

DfE Governance Handbook March 19

Good governance supports the Trust's mission/vision of the organisation, is key to the effective outcomes of Leadership and Management and is at the heart of delivering educational excellence.

This document outlines how governance is structured and organised as part of developing and implementing governance functions and is a critical component of ensuring our students receive the best possible outcomes.

We review and update our policy and practice in order to ensure that our governance strategy conforms to the information being published by the Department for Education. To this end, this strategy has been developed in consultation with Trustees and Academy Leaders. It draws on our previous experience of being part of the Diverse Academies Learning Partnership, while ensuring we are able to stand alone as an effective Single Academy Trust as we look for a long-term Multi Academy Trust partnership during 2020.

The Strategy seeks to achieve good governance by drawing together each layer of governance within our Trust and, along with the Scheme of Delegation (SoD) and Terms of Reference (ToR) that form part of it. The Strategy will be reviewed and approved annually by Trustees and its effectiveness monitored.

The strategy has been developed to ensure that governance is an integral part of Trust business and ensures that it is a priority at all levels, ensuring that Trustees:

1. **Have clarity of vision, ethos and strategic direction**
2. **Hold the Principal to account for the educational performance of the Academy and its students and the effective and efficient performance management of staff**
3. **Oversee the financial performance of the Academy and make sure its money is well spent.**

Trustees ensure the Nolan Principles of Public Life are followed:

1. **Selflessness** School and college leaders should act solely in the interest of children and young people.
2. **Integrity** School and college leaders must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Before acting and taking decisions, they must declare and resolve openly any perceived conflict of interest and relationships.

3. **Objectivity** School and college leaders must act and take decisions impartially and fairly, using the best evidence and without discrimination or bias. Leaders should be dispassionate, exercising judgement and analysis for the good of children and young people.
4. **Accountability** School and college leaders are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** School and college leaders should expect to act and take decisions in an open and transparent manner. Information should not be withheld from scrutiny unless there are clear and lawful reasons for so doing.
6. **Honesty** School and college leaders should be truthful.
7. **Leadership** School and college leaders should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles, and be willing to challenge poor behaviour wherever it occurs. Leaders include both those who are paid to lead schools and colleges and those who volunteer to govern them

1.2 - Intent

The aim of Governance is to provide the Trust Board with assurance of effective and sustainable leadership and management throughout the Trust.

In delivering the governance strategy the intention is to ensure that the Trust's visions, values and ethos deliver on the following core aims:

Ensure that structures and roles identify clear lines of accountability and responsibilities

Ensure accountability for quality, high standards and performance

- Investigate and direct the Principal to take action on any identified areas of underperformance
- Identify, share and ensure delivery of best-practice, compliance and assurance
- Identify and manage risks to the quality of education
- Ensure the Academy's culture supports effective engagement by all
- Ensure finance planning and use of resources drives efficiency and value for money
- Deliver on the trust vision and mission
- Ensure all aspects of the organisation of the Trust are compliant

These will be delivered through the combination of committee structures and processes at, and below, Trust Board level.

1.3 - Implementation of Governance

The Trust Board has overall responsibility for the activity, integrity and setting the strategy of the Trust and has a statutory duty as part of its role, to ensure high standards of governance through clear and robust accountability arrangements at all levels. Trustees hold the Principal to account for this delivery. The postholder is supported in this role through the provision of advice and support from the Trust's Company Secretarial advisors, the ESFA and from the Clerk to the Board of Trustees.

Within the governance structure there are committees of the Board, each of which have delegated responsibility to deliver the Trust's strategic goals and objectives. Committees of the Board hold Academy leaders to account for strategy implementation and the impact of education and financial management.

Each tier of governance is required to have regular meetings as set out in the Terms of Reference. The governance structure clearly demonstrates the reporting and accountability mechanisms, with the three committees reporting directly to the Trust Board and ultimately Members of the Trust.

The Scheme of Delegation and Terms of Reference for each committee and Levels of Authority set out the delegated authority.

2. Framework for NCEA Trust's Retained Responsibilities and Scheme of Delegation

2.1 - Introduction

This framework is firmly rooted in current DfE statutory requirements and national best practice. As a charitable company limited by guarantee we are subject to both the Companies Act 2006 and the Charities Act 2011. All academies are exempt rather than registered charities which means they are accountable to a principal regulator rather than the Charity Commission. This power is exercised by the Education Funding Agency on behalf of the Secretary of State.

Academies are publicly funded independent schools, and must abide by relevant sections of the Education (Independent School Standards) (England) Regulations 2014

This document should also be read alongside:

1. The Academies Financial Handbook
2. DfE Governance Handbook
3. DfE Competency Framework for Governance
4. NCEAT Articles of Association
5. Terms of Reference for Committees at all levels

All references to 'the trust' apply to National Church of England Academy Trust (NCEAT)

2.2 - Trust Members' Specific responsibilities

It is Members' duty to monitor the successful operation of the Trust, ensuring that Trustees are discharging their statutory duties and carrying out the trust's charitable objectives.

Specifically, these duties are to:

1. Appoint and remove Members/Trustees
2. To receive audited accounts following their approval by Trustees
3. Monitor the operation of the Trusts in the discharge of their statutory legal and charitable responsibilities
4. Approve any changes to the trust's Articles of Association
5. Re-appoint trust Auditors annually

2.3 - Trust Board Specific responsibilities

Trustees are responsible for ensuring effective accountability and strong performance of National Church of England Academy and must: -

- Ensure clarity of vision, ethos and strategic direction
- Hold the Principal to account for the educational performance of the academy and its students and the effective and efficient performance management of staff
- Oversee the financial performance of the trust and make sure money is well spent.

Specifically, the duties of the Board are:-

Governance and Compliance

1. Ensure the legal responsibilities of the Trust is discharged by delegated bodies and that the Trust is legally compliant.
2. Ensure adherence to all legal documents: Articles of Association, Master Funding Agreement and any Supplemental Funding Agreements.
3. Appoint Trust legal advisors.
4. Review the Trust's future status in relation to its joining Multi-Academy Trust
5. Approve the Scheme of Delegation/Terms of Reference delegating non-statutory responsibilities to the relevant Committees.
6. Approve the Trust Audited Accounts.
7. Monitor readiness for Multi Academy Trust (MAT) Ofsted and SIAMS inspections and responses to inspection outcomes.
8. Consider any recommendations for approval from Committee meetings.
9. Approve, monitor and review Academy policies, procedures and practice.
10. Confirm appointment and removal of Academy Trustees, in conjunction with the relevant appointing bodies.
11. Make all necessary arrangements for, and determine all other matters relating to, an election of parent governors, including any question of whether a person is a parent of a registered student at an Academy.
12. Make all necessary arrangements for, and determine all other matters relating to, an election of staff governors.
13. Ensure Trust statutory policies and procedures and local academy appendices are being adhered to and the academy is operating efficiently according to those policies.
14. Ensure all statutory requirements and responsibilities are met in relation to safeguarding, data privacy, site safety and the health, safety and well-being of staff, students/pupils and visitors.
15. Support the Principal and form panels where necessary for staff recruitment and selection, grievance and disciplinary issues pursuant to the Trust policies and statutory DfE guidance.
16. Support the Principal and form panels where necessary for student fixed term and exclusion processes pursuant to statutory DfE guidance.
17. Support the Principal and form panels where necessary to deal with concerns and complaints pursuant to the Trust policy.
18. Adhere to the Local Authority Co-ordinated Admission Scheme and approve annually an Admission Policy for the relevant year.

Staff and Resource matters

1. Appointment and dismissal the Principal and conduct the Principal appointment process.
2. Appointment and dismissal of the Accounting Officer and Company Secretary.
3. Consider and approve budget recommendations and monitor budget and general management of financial resources, including reserves.
4. Monitor Student/pupil admissions and agree any over PAN admissions.
5. Review Proposed Admission Numbers (PAN) and over-subscription criteria periodically as required.
6. Consider any in-year applications if the academy is over-subscribed.

Detailed staff and resource matters are delegated to the Finance and Resources Committee – see Appx 1 below

Outcomes

1. Discuss, approve, monitor and annually review relevant corporate plans including (but not restricted to) the Annual Improvement Plan (AIP).
2. Ensure all students/pupils have access to a broad and balanced curriculum which is suitable to age, aptitude and ability and which prepares them for adult life.
3. Monitor Ofsted/SIAMS inspection readiness and response to the outcomes of inspections.
4. Have a clear understanding of the strengths and strategic priorities for the academy.
5. Approve and keep under review targets for the academy ensuring they are both achievable and sufficiently challenging to lead to sustainable improvement.

Detailed outcome related matters are delegated to the Standards and Outcomes Committee – see Appx 1 below

Cultural matters

1. Set the ethos and vision of the academy and monitor its implementation and expression in all aspects of academy life.
2. Protect and monitor all aspects of the faith designation of NCEA - including through the SIAMS inspection framework and process.
3. Approve and monitor academy identity and ensure that this is clear, understood and well communicated to staff, parents/carers and students.
4. Engage with parents/carers, students, staff and the wider community, using their views to inform strategic priorities for development planning.

2.4 – Trust Board meeting frequency and quorum

The NCEA Trust Board will meet as often as is necessary to fulfil its responsibilities but at least three times in every school year, as set out at paragraph 105 of the National Church of England Academy Trust Articles of Association.

The quorum for NCEA Trust Board meetings is 3 governors or (where greater) 1/3 of current total number of governors in office at the time, as set out at paragraph 114 of the National Church of England Academy Trust Articles of Association, except on the specific issues set out in paragraph 116 of the National Church of England Academy Trust Articles of Association, on which the quorum is 2/3 of governors appointed at the time and entitled to vote on such matters.

3. NCEAT Committees' Terms of Reference and delegated responsibilities

3.1 – Introduction

The Trustees of NCEAT have delegated non-statutory powers and functions to Committees as detailed in the Terms of Reference (ToR) below. This document does not cover the statutory roles and responsibilities of Trust which are set out in its Articles of Association.

These delegated powers may be removed at any time if Trustees consider that any Committee is not acting according to the academy ethos or is acting outside of its delegated powers.

These Terms of Reference (ToR) set out the constitution, membership, proceedings and term of reference for all Committees.

Trustees have resolved to establish the following Board Committees as committees of the Board:

- Finance and Resources Committee (F&R Committee)
- Performance and Remuneration Committee (P&R Committee)
- Standards and Outcomes (S&O Committee)

The Finance & Resources Committee's role includes responsibility for Audit and Risk matters.

The Trust Board will ensure that Terms of Reference for each committee are reviewed every 12 months in line with the Articles of Association.

The Trust Board will ensure that Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Board Committee functions.

The Trust Board shall at the first meeting of each academic year appoint a Chair and Vice-Chair of each committee.

3.2 – Membership and quorum of committees

Each Committee shall have a minimum of three members.

The quorum for a decision to be made at any of the Committees shall be 3 trustees or 50% of the committee membership, whichever is the greater.

3.3 - Authority, remit and responsibilities of committees

Each Committee shall be responsible for the matters as set out in Appendix 1.

Each Committee is authorised by the Trust Board to:

- carry on any activity authorised by these Terms of Reference; and
- seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.

Except with the consent of the Trust Board, any Committees may not establish sub-committees, except for working parties.

3.4 – Frequency and proceedings of Committees

Standards & Outcomes and Finance & Resources Committees will meet at least 4 times a year. Performance and Remuneration Committee will meet at least twice a year.

Any two Board or Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.

Each Committee Trustee/Governor present in person shall be entitled to one vote. Where there is an equal division of votes the Chair shall have a casting vote. Proxy votes will not be accepted at the Trust Board or Committee meetings.

A register of attendance shall be kept for each Committee meeting and published annually.

Any Committee may invite attendance at meetings from persons who are not usual attendees at these meetings to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote. References in to the “Chair” in this instance shall in the absence of the Chair be deemed to be references to the chair of the relevant meeting.

3.5 - Agendas for meetings

Agendas for all meetings will be set by the Clerk to the meeting in conjunction with Trust guidance, the Principal or Lead Executive and the Chair of the meeting.

Agendas and meeting papers will be distributed to committee members at least 7 days prior to the meeting.

3.6 - Committee Terms of Reference (ToR)

The Terms of Reference for each committee can be found in Appendix 1 below. These are subject to annual review and should be reviewed in conjunction with the set agendas for each meeting.

4 .Governance and Procedural Matters

4.1 - Conduct of Trustees

All trustees shall observe at all times the provisions of the Trust's Code of Conduct which will be signed annually.

4.2 - Trustees' Interests

Attendees at all meetings are required to declare any business or other interests in any item being discussed at a meeting. The Clerk will ask for declarations to be re-stated at the beginning of each academic year and any changes to declarations/business interests throughout the year must be advised immediately to the Clerk. All declared interest will be published on the academy website.

Each Trustee, if present at a meeting, must disclose their interest, withdraw from the meeting and not vote on a matter if:

- there may be a conflict between their interests and the interests of the Trust;
- there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or
- they have a personal interest (this is where they and/or a close relative will be directly affected by the decision to be made at the meeting in relation to that matter) in a matter.

The Academies Financial Handbook must be referred to where there may be doubt as to the impartiality of any interest.

4.3 - Disqualification & Removal of Trustees

A person shall be ineligible for appointment to the Trust Board or any of its committees and, if already appointed, shall immediately cease to be a member if the relevant individual:

- is or becomes disqualified from holding office under the Trust's Articles of Association;
- is or becomes disqualified from holding office as a Trustee/Governor of a school or academy;
- is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people;
- is barred from any regulated activity relating to children;
- is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
- is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974);
- has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a Committee member;
- refuses an application being made to the Disclosure and Barring Service (DBS) for a criminal records check;
- commits a serious breach of the Trust's Code of Conduct or protocol implemented by the Board;

- is absent without the permission of the Trust Board members from all their meetings held within a period of six months and the rest of the voting attendees resolve that the office be vacated;
- resigns his/her office by notice in writing to the relevant Chair;
- their term of office expires and they are not re-appointed.

Upon appointment, all Trustees are required to sign their confirmation of the above.

4.4 - Reporting Procedures

Within 14 days of each meeting the Clerk to the Board or committee will produce and agree minutes of its meetings.

Matters indicated as confidential will not be circulated to all parties but will be retained as a confidential matters minute as part of the Trust Board or Committee's minutes.

Trust Board minutes, minus any discussions deemed to be confidential, will be published on the Academy website following their approval by trustees.

Appendix 1

Committee Terms of Reference

Standards and Outcomes Committee – Terms of Reference

Overarching remit:

To ensure the best possible educational outcomes are achieved by all pupils/students in the academy.

To maintain an oversight of the Trust's' curriculum, quality and standards and approve, monitor and review the impact of Trust strategies for:

- Curriculum
- Assessment
- School improvement and the processes in place for quality assurance and peer review
- Teaching and Learning
- Continued Professional Development (CPD)
- Safeguarding in all aspects

Hold Academy Leaders to account:

- For the academic standards, the quality of teaching, behaviour, attendance and exclusions across the Trust
- For any areas of concern in respect of standards and performance, including SEND, Disadvantaged Pupils and any other vulnerable group and to have an overview of intervention strategies and action plans in each area

To receive and review:

- Key Performance Indicators (KPIs) on attainment, progress and quality of teaching across the Trust
- Key highlights and areas for improvement of any Full Academy Reviews (or its successor) reports; Ofsted reports; SIAMS reports, making recommendations to the Trust Board for any Post-Ofsted plans and actions with reporting back to the Committee

Detailed responsibilities

1. To receive and scrutinise academy reports with regard to academy Safeguarding arrangements – quality and compliance
2. To monitor Safeguarding across the academy and ensure there are effective safeguarding procedures in the academy
3. To monitor educational performance and outcomes
4. To monitor teaching, learning and assessment quality and impact across the academy
5. To monitor leadership and management quality and impact
6. To monitor curriculum and qualifications quality and impact
7. To monitor exclusions, behaviour and attendance across the academy
8. To consider any Ofsted inspection reports for the academy and to 'sign off' the academy's post-Ofsted action planning in the Academy Improvement Plan (AIP) for recommendation to the Trust Board
9. To 'sign off' the Academy Prospectus for recommendation to the Trust Board
10. To receive and scrutinise reports from Link Governors

11. To scrutinize academy outcomes for students
12. To review and adopt the annual Home-Academy Agreement
13. To review and monitor the impact of the annual GAG allocations for:
 - (a) Pupil Premium Funding
 - (b) Year 7 Catch Up Funding
14. To monitor the management of academy admissions thus:
 - (a) Year 7 admissions
 - (b) Mid/in year admissions
 - (c) Sixth Form admissions
15. To annually review the academy's Behaviour Policy, for recommendation to the Trust Board
16. To annually review the academy's Curriculum Policy, for recommendation to the Trust Board
17. To review other policies as and when required, for recommendation to the Trust Board
18. To monitor the academy's compliance with all exclusions legislation
19. To monitor the quality of the academy's Students Engagement and Leadership provision
20. To consider all relevant data and feedback provided by Academy Leaders and external sources on all aspects of academy performance including Analyse School Performance (ASP), L3VA, Full Academy Reviews (or their successors), Ofsted reports, Curriculum Led Financial Planning (CLFP) and others
21. To understand the academy's performance data and have an accurate overview of how well students are achieving in relation to their potential; how this compares to national and local data and the comparative performance of different/vulnerable groups of students
22. To provide a high level of professional challenge to the Senior Leaders to raise standards, pupil outcomes and performance

All governors will have a reasonable working knowledge of current, relevant Ofsted inspection requirements

Finance and Resources Committee Terms of Reference

Overarching remit:

To ensure full financial regulatory compliance and the most efficient use of all income and resources across the academy.

Financial and Resource Management matters

1. To review and recommend approval of budgets, for recommendation to the Trust Board, drawing their attention to any matters of concern or significance
2. To review and recommend sign-off of accounts, for recommendation to the Trust Board, drawing their attention to any matters of concern or significance
3. To review admission arrangements focussing on projected numbers, income generation, lagged funding issues and correlating this to Curriculum Led Financial Planning and budget forecasts
4. To delegate the day to day management of the approved budget to the Principal within agreed authorisation limits as set out in the Levels of Authority document and Academies Financial Handbook
5. To monitor and review expenditure on a regular basis, ensuring compliance with the overall financial plan and with the financial regulations of the Trust, drawing any matters of concern to the attention of the Trust Board
6. Examine the allocated budget including the expenditure of the annual Pupil Premium Strategy, Special Educational Need funding and annual review and Year 7 Catch-up Funding allocation and challenge any overspend
7. To consider the Trust's staffing structure in conjunction with the Principal
8. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures including the implementation of bank account arrangements and signatories to each account
9. To review in detail, the Trustees Report to form part of the annual Audited Accounts report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the AFH)
10. To review the annual Audited Accounts from the external auditor prior to recommendation of approval to the Trust Board and its Members. The committee should satisfy itself that the Trusts guidance has been adhered to in the preparation of the accounts and that an appropriate set of accounting policies has been applied
11. To request and receive reports from the relevant executives on the management of assets including premises and their security and IT equipment
12. To confirm that an asset recording system is in place, including an inventory and fixed asset register for each academy and Trust
13. To monitor the annual academy budget plan
14. To monitor the academy budget in line with set staffing and curriculum planning
15. To monitoring staffing levels including reviewing the staff complement and appointment of staff
16. To monitor staff absence, grievance and disciplinary issues - including the deployment of cover and agency staff; and the consideration of benchmarking reports
17. To monitor the impact of the academy's local marketing strategy
18. To monitor, review and recommend to the Trust Board the academy's annual Net Capacity Assessment (NCA)
19. To monitor the quality and impact of all contracts and services
20. To determine payments regarding petty cash according to the agreed Financial Procedures Manual

21. To receive and scrutinise academy reports with regard to academy Health and Safety – quality and compliance
22. To ensure that appropriate financial information is reported to parents
23. To agree academy's Charging and Remissions Policy
24. To agree the academy's Lettings Policy
25. To ensure that the Academy's estate is inspected on an annual basis and review and monitor the Trusts' planned and costed statement of capital priorities
26. To consider any Ofsted inspection reports for the academy and to 'sign off' the academy's post-Ofsted action planning (in the AIP) for recommendation to the Trust Board
27. To receive and scrutinise reports from Link Governors.

Audit and Risk Matters

The Trustees recognise the overriding principles of the Academies Financial Handbook published by the ESFA (the AFH) and that the Audit & Risk responsibilities should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust

1. To assess the independence of the external auditor; and ensure that key audit personnel are rotated at appropriate intervals
2. To recommend audit fees to the Trust Partnership Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor
3. To ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity
4. To oversee the process for selecting the external auditor and make appropriate recommendations to the members of the Trust to consider at any general meeting where accounts are laid before members
5. To discuss with the external auditor, the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation
6. To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response
7. To review the performance of the appointed external auditor on an annual basis
8. To recommend to the Members of the Trust the appointment/re-appointment of the external auditor
9. To review and consider the circumstances surrounding any resignation or dismissal of the external auditor
10. To set and review the annual internal audit programme - ensuring that the internal audit function is adequately resourced and has appropriate standing within each Trust
11. To review the reports and recommendations of the internal audit, together with the appropriateness of executive management's response
12. To monitor the implementation of actions agreed by executive management in response to reports from the external auditor internal audits
13. To monitor Risk Management across the organisation including Data Protection and ensure there is effective Risk Management in the academy
14. To regularly review the Academy's Risk Registers and instruct the executive as necessary, escalating any concerns to the Trust Board
15. To regularly review the Academy's risk exposure and appropriate insurances
16. To monitor Health and Safety across the academy and review and monitor Health and Safety compliance systems plans
17. To receive and review executive Health and Safety the Academy's Health & Safety policies
18. To ensure statutory obligations under the Health and Safety at Work Act 1974 are met

19. To monitor the Academy's management of trips and visits.

Other General matters

1. To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements, reports and the annual accounts and financial statements, prior to submission to the Trust Board
2. To regularly review the Trust policy and procedures for handling allegations from whistleblowers
3. To regularly review Trust policies and procedures for handling allegations of fraud, bribery and corruption
4. To receive reports on the outcome of investigations of suspected or alleged impropriety
5. To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements including the implementation and monitoring of the General Data Protection Regulation (GDPR) and handling of any breaches
6. To review annually the Register of Business Interests for all Trustees and staff and to take appropriate action should issues be apparent
7. To annually review and approve the Trust's Levels of Authority document
8. To ensure that any significant losses are investigated and reported to the DfE/ESFA where required
9. To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks
10. To review the adequacy and robustness of financial risk registers
11. To keep under review, the adequacy and effectiveness of the risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (e.g. from the National Audit Office)
12. To review all financial risk and control related disclosure statements, in particular the Trust's annual "Statement of Internal Control", together with any associated reports and opinions from executive management, the external and internal auditors and prior to endorsement by the Trust Board
13. To review any recommendations made by the Secretary of State for Education for improving the financial management of the Trust or its academies
14. To review or investigate any other matters referred to the F&R Committee by the Trust Board
15. To draw any significant recommendations and matters of concern to the attention of the Trust Board

All governors will have a reasonable working knowledge of current, relevant Ofsted inspection requirements.

Performance and Remuneration Committee Terms of Reference

The powers and functions delegated by the Trust to the Performance and Remuneration Committee are as set out below:

1. To oversee performance management/ appraisal/ remuneration of the Principal
2. To ensure the board has a senior management succession plan which minimises the risk to business continuity in the event of retirement, resignations or long term absence
3. To review and approve the Trust Pay and Reward and Appraisal policies
4. To review, approve and monitor the annual equal pay audit
5. To review, approve and monitor the gender pay gap report
6. To conduct an annual review of eligibility of staff in the Teachers' Pension Scheme
7. To receive pay decisions made in respect of senior staff
8. To ensure all staff receive an annual salary statement by the end of November each year
9. To undertake the Principal's performance review
10. To review any additional responsibility payments for staff
11. To review in conjunction with the Trust Board any settlement / early retirement /severance payments
12. To deal with any other matters relating to pay, appraisal, capability and conduct and employment as may be referred by the Trust Board
13. To receive recommendations for pay progression for ALL staff
14. To conduct an Upper Pay Scale review including TLR and SSR points awarded, and their relevance and the impact on outcomes
15. To review Leadership Team performance and pay increase recommendations including number of staff on senior leadership posts and eligibility of staff from Principal
16. To confirm ALL staff have a Personal Improvement Plan which is set in the Autumn Term and reviewed mid-year with line managers
17. To review strategies put in place for any staff not being recommended for pay progression
18. To approve any contractual pay changes and succession plans that are outside of the agreed budget.

Appendix 2

NCEAT and Committee meeting dates 2020

NCEAT 2020 Trust Board meetings - all to start at 6pm

- Tuesday 28 January
- Tuesday 3 March
- Tuesday 12 May
- Tuesday 23 June

Standards and Outcomes Committee meetings - all to start at 5.30 pm

- Tuesday 4 February
- Tuesday 17 March
- Tuesday 2 June

Finance and Resources Committee - all to start at 5.30 pm

- Tuesday 11 February
- Tuesday 24 March
- Tuesday 9 June

Performance and Remuneration Committee

- Early July 2020 as required – date and time to be confirmed

Appendix 3

Committee membership 2020

Standards and Outcomes Committee

Mrs C Ball
Mr C Dean
Mrs A Harmston-Hall
Mrs G Johnson
Mr A McKibbin
Mr B Marshall

Finance and Resources Committee

Mrs L Allen
Mrs J Eastwood
Mrs H James
Mr J Oldfield
Mr M Paine
Mr S Yardley

Performance and Remuneration Committee

Mrs K Cowley (Chair)
Mrs L Allen
Mrs C Ball
Mrs A Harmston-Hall
Mrs H James