


Committee Remits, Responsibilities and Composition

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PARTNERSHIP OF SCHOOLS

The Register of Committee Members

Audit and Risk Committee

Louise Rea (Chair)

Simon Hayward

Susan Skidmore

Alex Wasik-Hyde

Business Committee

Hugh Lewis (Chair)

Nathalie Fitzgerald

Orla Ralston

Alex Wasik-Hyde

Pay and Personnel Sub-Committee

Mary Whitehead (Chair)

Susan Skidmore

Louise Rea

Linda Perks (attendee)

Standards Committee

Nathalie Fitzgerald (Chair)

Rupinder Bansil

Susan Skidmore

Mary Whitehead

Trust Development Committee

Alex Wasik-Hyde (Chair)

Simon Hayward

Susan Skidmore

Mary Whitehead

Powers & Functions Delegated

Remit and Responsibilities of the Audit & Risk Committee

The powers and functions delegated by the Board to the Audit & Risk Committee are as set out below.

External Audit

- To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the members of the Trust to consider at any general meeting where the accounts are laid before members.
- To review the external auditor's annual plan. 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.
- To review the external auditor's annual management letter, the annual report and accounts, and all other reports and recommendations, together with the appropriateness of management's response.
- To receive the annual audited accounts and recommend approval by the Board
- To review the auditor's findings and actions taken by the trust's managers in response to those findings
- To review the performance of the external auditor on an annual basis.
- To recommend to the Board the appointment/re-appointment of the external auditor.
- To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.
- To produce annual report of the committee's conclusions to advise the board of trustees and members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

Internal scrutiny

- To set and review the internal scrutiny programme and ensure that the internal scrutiny function is adequately resourced and has appropriate standing within the Trust.
- To review the reports and recommendations of the internal scrutiny, together with the appropriateness of management's response.
- To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits.
- To provide a termly report to the Board outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.

Health & Safety

- To receive each term the Health and Safety report and advise as necessary.
- To monitor compliance with the Academies' Health & Safety policies and statutory obligations under the Health and Safety at Work Act 1974.

Asset Management

- To receive reports from the Head of Estates on the management of assets including premises and their security.
- To confirm that an asset recording system is in place, including an inventory and fixed asset register for each Academy.

Property Management

- To determine the use of the Academies premises and grounds outside Academies sessions with regard to the lettings and charging policy.
- To ensure that the Academies premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.
- To ensure the responsibilities of the Board under the Environmental Protection Act are met.
- To advise the Board on environmental issues to ensure the Academies are acting as a responsible institution in its duty to conserve energy, materials and with regard to the local community.

Financial Management, Policies and Risk Management

- 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 and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:

- critical accounting policies and practices, and any changes in them
 - decisions requiring a major element of judgement
 - the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - the clarity and transparency of disclosures
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards
 - compliance with DfE and legal requirements.
- To review the Trust's policy and procedures for handling allegations from whistleblowers.
 - To review the Trust's policies and procedures for handling allegations of fraud, bribery and corruption.
 - To receive reports on the outcome of investigations of suspected or alleged impropriety.
 - To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.
 - To ensure that any significant losses are investigated and reported to the DfE/ESFA where required.
 - To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
 - To review the adequacy and robustness of risk registers.
 - To review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year.
 - To keep under review the adequacy and effectiveness of the Trust's governance, 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 (eg from the National Audit Office).
 - To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

General

- To review or investigate any other matters referred to the Audit & Risk Committee by the Board.
- To draw any significant recommendations and matters of concern to the attention of the Board.

Remit and Responsibilities of the Business Committee

The powers and functions delegated by the Board to the Business Committee are as set out below.

Funding and income

- To consider each of the Academies indicative funding, notified annually by the DfE/ESFA and to assess its implications for the relevant Academy.
- To consider and recommend acceptance or non-acceptance of the Academies budgets each financial year.
- To review and monitor the expenditure and impact of School Capital Allocation funding and any other large capital expenditure.
- To review and monitor income generated through lettings, training and other sources.

Budgeting

- To contribute to the formulation of the Academies strategic plans, through the consideration of financial priorities and proposals as proposed by the CFO in conjunction with, the relevant Executive Head Teacher and agreed aims and objectives of the relevant Academy.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in each of the Academies' strategic plans.
- To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
- To consider the spending plans of other committees and report back and advise the Board.
- To delegate the day to day management of the approved budget to relevant the Executive Head Teacher, within agreed authorisation limits.
- To consider requests for supplementary expenditure and make appropriate recommendations to the Board.
- To consider and act upon matters not covered by other sub-committees.
- To review financial policy including consideration of long-term planning and resourcing in accordance with each of the Academies' development plans.

Expenditure

- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Academies, and with the financial regulations of the Trust, drawing any matters of concern to the attention of the Board.

Financial Procedures

- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and where appropriate make recommendations for improvement.
- To prepare the financial statement to form part of the annual 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)

General

- Reviewing or investigating any other matters referred to the Business Committee by the Board.
- Drawing any significant recommendations and matters of concern to the attention of the Trust Board.

Remit and Responsibilities of the Pay & Personnel Sub-Committee

Pay

- To prepare and submit recommendations for the adoption by the Trust Board of:
 - an appraisal policy; and
 - a Trust pay policy.
- To operate in accordance with the statutory appraisal regulations and the relevant Trust policy as follows:
 - to select an external adviser to advise the Committee undertaking the appraisal of the Chief Executive Officer and Executive Head Teachers;
 - to take advice from the external adviser when agreeing objectives and reviewing the performance of the Chief Executive Officer and Executive Head Teachers;
 - to agree performance objectives with the Chief Executive Officer and Executive Head Teachers;
 - to conduct the appraisal of the Chief Executive Officer and Executive Head Teachers;

- to determine whether the outcome of the appraisal of the Chief Executive Officer and Executive Head Teachers meets the criteria for pay progression as covered under the adopted pay policy;
 - to support the Chief Executive Officer with the annual report to the Board on appraisal arrangements and outcomes;
- To agree recommendations on performance objectives for Compass Business team members.
- To monitor the implementation of the Trust's Pay Policy ensuring that it is fair and equitable and to make decisions as required by the Trust's Pay Policy, as it may be amended from time to time.
- To deal with any other matters relating to pay, appraisal and employment as may be referred by the Board.

Grievances

- To exercise strategic oversight to ensure consistency in grievance matters.
- To consider staff grievances where there is a referral under the grievance procedure adopted by the Board. A panel comprised of members of the Committee, and others appointed by the Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure.
- To consider staff complaints of harassment where there is a referral to the Committee under the procedure adopted by the Board. The Committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy.

Staff Discipline/Dismissals

- To exercise strategic oversight to ensure consistency in disciplinary matters.
- Under the disciplinary or capability procedures for the Chief Executive Officer and Executive Head Teachers adopted by the Trust Board, to consider formal action against the Chief Executive Officer and Executive Head Teachers and for a panel comprised of members of the Committee, and others appointed by the Committee, to make a determination as provided for under either procedure. The Committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.
- Under the disciplinary or other relevant procedures (e.g. relating to capability, staff reductions or incapability due to ill-health) adopted by the Board, to make any determination that any member of staff employed at an Academy should be dismissed from their post, in line with Trust policy.

Staff Appeals

- A panel comprised of members of the Committee, and others appointed by the Committee, will consider appropriate appeals against a sanction short of dismissal issued by the Chief Executive Officer and Executive Head Teachers or by the staff discipline/dismissal Committee to a member of staff employed at the school, in

accordance with the disciplinary procedure or capability procedure adopted by the Board

- Under the disciplinary or other relevant procedures (e.g. relating to capability, redundancy or incapability due to ill health) adopted by the Board, a panel comprised of members of the Committee, and others appointed by the committee, will consider any relevant appeal against a decision of the staff discipline/dismissal Committee to dismiss from their post a member of staff employed at the Academy.
- To consider appeals under other procedures as may from time to time be delegated by the Trust Board, including appeals under the Trust's adopted Pay Policy.

Personnel

- To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the Schools.
- To advise on the strategic planning of human resources.
- To monitor the communication and consultation of policies and processes to staff and review feedback.
- To advise on the means of achieving active participation by staff in policy development.
- To advise and recommend revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay.
- To ensure the legal requirements for Early Career Teacher induction are complied with.
- To carry out an annual review of the Trust's staffing establishment in relation to the staffing element of the Trust's development plan.
- To advise the Board on the appointment of the relevant Executive Head Teachers, CEO.
- To receive reports on other statutory reporting or other relevant issues, making recommendations to the Board.
- To be informed of any restructures and any redundancies in any of the Trust's schools

Remit and Responsibilities of the Standards Committee

- Oversight of pupil outcomes in national assessments
- Oversight of internal data
- Oversight of the quality of teaching and learning
- Oversight of pupil behaviour and personal development
- Receiving evidence and reports from leaders, by visiting schools, and receiving external validated moderation reports

. “A leader is one who knows the way, goes the way, and shows the way.” —John C. Maxwell

Remit and Responsibilities of the Trust Development Committee

The remit of the Trust Development committee is to ensure the Trust can develop and grow to an optimal size and complexity to ensure that it fulfils its civic responsibility to the pupils and communities it serves. In so doing, the TDC will have oversight of the potential opportunities this brings and a responsibility to ensure that the Trust maintains a robust approach to risk, sustainability and succession planning.

The powers and functions delegated by the Board to the Trust Development Committee are as set out below.

Strategic Growth

- In consultation with the CEO, Chief Operating Officer (COO) and the central team, and Executive Headteachers (EHTs), to consider, formulate and agree at Trust level a strategy for how the Trust will develop and grow in the future and to assess the implications for the Trust as a whole and for each Academy within it.
- To ensure that governance is robust, supportive and challenging, the role of the Trust Board and all the Committees will be an integral part of the growth strategy.
- To consider, agree and keep under regular review the key indicators for growth and to work across the Trust and liaise with the other Committees to ensure coherent and efficient use of resources to drive growth in an effective and timely manner.
- Along with the relevant Committees, to consider risk, financial management and people management, due diligence, premises, land and plant issues, standards, governance and compliance.
- To consider and recommend acceptance or non-acceptance of approaches from schools, other Trusts and other agencies for joint work with Compass and/or to expand the Trust.
- To ensure growth is measured, well-paced, principled and co-constructed so that new schools and Trusts joining are enabled to align with the ethos of the Trust.
- To ensure that Compass have a clear and supportive induction process for governing boards as they join and that there are appropriate induction processes in place so that joining schools retain their individuality whilst understanding and benefitting from the core principles of Compass.
- To promote the 'Compass brand' and positive perceptions of the Trust in the wider community and to seek and enable participation in networks and collaborations.
- To keep under review support for other schools and Trusts.

Sustainability

- To recognise the pressure that growth brings and to keep under review the workload of key staff.
- To ensure that the increasing outward-facing work of the Trust can be balanced with additional inward-facing work and opportunities for staff across the workforce.
- To seek opportunities for the development of staff both across the Trust and outside the Trust to build experience, expertise and CPD.
- To recognise and keep under review when external expertise is needed and beneficial to the strategy.

- Along with the other Committees, to ensure that the schools already part of the Trust are not disadvantaged by growth, that high standards are maintained, school improvement is robust, opportunities for the recognition of excellent practice are maintained.

Succession Planning

- To ensure development frameworks and career pathways are in place for upward movement, to keep staff motivated and engaged with the Trust and to review monitoring of impact.
- Working with the relevant Committee to ensure that employment frameworks are in place including staffing structures, job descriptions, person specifications, pay structures, HR policies and procedures
- To consider the implications for succession of not only key figures such as CEO, COO, Chair of Trustees but all roles within the trust and schools.

Developing growth mindset and brand recognition

- To ensure that the Trust is known in the wider educational landscape for its strong ethos and moral framework, being an ethical and considerate employer and its support for excellence in practice and outcomes for pupils in order to attract high-calibre applicants.

Governance

- To ensure those involved in governance of the Trust understand the Scheme of Delegation and their responsibilities within it.

Remit and Responsibilities of the LSCs

- To oversee the running of the academies in terms of learning, standards, safety and wellbeing.
- To hold local academy leadership to account for academic performance, quality of care and provision.
- To oversee and monitor the effectiveness of learning strategies.
- To ensure that the Academy or Academies are conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of an Academy, any agreement entered into with the Secretary of State for the funding of the Academy or Academies and these Terms of Reference.
- To act as a critical friend to the Executive Head Teacher/Head Teacher (including but not limited to advice in relation to annual budget proposals).
- To adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them in order to support the Board and its committees in relation to proper use of funds & delivering high quality educational provision.

- To represent the views of the community (including but not limited to in discussions on budget issues that relate to community engagement and activity and make recommendations to the Executive Head Teacher/Head Teacher).
- To support the Executive Head Teacher/ Head Teacher in recruitment and selection, grievance, disciplinary and exclusion processes where appropriate.
- To promptly implement and comply with any policies or procedures communicated to the LSC by the Board from time to time.
- To support the Trust's senior management staff deal with parental complaints pursuant to the Trust policy on parental complaints.
- To draw any significant recommendations and matters of concern to the attention of the Board.

A high-level summary of the key activities and functions to be undertaken throughout the year by the LSC is set out on the next page.

LSC High-level Summary of Activities

