STROUD HIGH SCHOOL TRUST BOARD

COMMITTEE STRUCTURE AND TERMS OF REFERENCE
2025–2026

Amendments agreed by the Board of Trustees

7 July 2026

Table of Contents

TRUSTEE'S ROLE DESCRIPTION

The overall purpose of every Trustee's role, as part of the collective Trust Board, is to:

- Ensure clarity of vision, ethos and strategic direction for Stroud High School (the 'School')
- Hold the Headteacher to account for the educational performance of the School and its students, and the appraisal of staff
- Oversee the financial performance of the School and make sure its money is well spent
- Uphold the Seven Principles of Public Life

General Roles and Responsibilities of Each Trustee

- Attend meetings regularly, letting the Governance Manager and/or Chair of Trustees/Committees know in good time if they are unable to make a meeting
- Prepare for all meetings by reading any papers provided in advance of the meeting, being ready to discuss and challenge those papers' content within the meeting
- Ensure they contribute proactively to discussions and decision-making processes in meetings so that all voices and viewpoints can be considered
- Put the needs of current and future students first when considering issues and making decisions
- Ensure they are able and willing and committed to having open and honest conversations with others (e.g. other Trustees, Headteacher or other members of the Leadership Team) in the best interests of the School's current and future students
- Ensure they do not make decisions alone, and flag quickly to the chair if they believe another Trustee has made a decision alone
- Develop and maintain a good knowledge of the School
- Ensure all School monitoring visits are arranged in advance in line with protocols agreed by the Trust Board and the Headteacher
- Report back their findings from any monitoring visits to the Trust Board in a timely way
- Ensure they have regular opportunity to review academic attainment and progress data and that they are able to understand the data provided and query and challenge any issues apparently presented by the data with the Headteacher
- Ensure they look at external/national/regional performance data in order to compare the School's performance with other similar schools locally and nationally, in order to inform School development needs
- Build and maintain good working relationships with other members of the Trust Board, the Governance Manager and the School's Leadership Team at all times
- Develop and maintain their knowledge of current national and local education policy
- Undertake regular training and attend briefings to ensure their knowledge as a Trustee is continually developed and up to date, so they are able to play a full part in Trust Board matters
- Provide a skills audit to the Chair and ensure this is updated with any new relevant skills developed
- Maintain a proactive involvement in the life of the Trust Board

- Make sure they raise any concerns about Trust Board performance or the way the Trust Board acts in relation to legal requirements or required procedures with the Chair, so that the Trust Board is able to develop its skills, understanding and practice in the ethos of continual development
- Ensure they act within the agreed Code of Conduct at all times, paying particular regard to maintaining confidentiality in relation to information and issues to which they are party
- Ensure that they read, sign and follow the conditions of the ICT Acceptable Use Agreement

CHAIR'S ROLE DESCRIPTION

Definition

The position of Chair of Trustees ('COT') may be a partnership of two named Co-Chairs of Trustees ('CCOT') if so elected by the Trust Board. A similar arrangement may be elected in place with respect to the position of Vice-Chair. Where co-chairs / co-vice-chairs are elected a protocol will normally be established for the division of workload of the role. (Please refer to NGA Co-chairing document.)

Purpose of the Role

To provide leadership to the Trust Board and ensure that Trustees fulfil their functions for the proper governance of the School. To be effective, the Chair needs a good understanding of the role and its responsibilities so that the School gains maximum benefit from the work done by the Chair. (Please refer to NGA chair's role description document.)

Responsibilities for this Role

1. Leading Governance in the School

- Ensure the Trust Board and the Headteacher have a shared sense of purpose
- Ensure the Trust Board sets a clear vision and strategy for the School
- Lead the Trust Board in monitoring the Headteacher's implementation of the School strategy

2. Leading and Developing the Trust Board

- Ensure the Trust Board has the required skills to govern well, and that appointments made fill any identified skills gaps
- Ensure all Trustees receive appropriate induction, ongoing training as needed and have a thorough understanding of their role
- Ensure Trustees act reasonably and in line with the agreed Code of Conduct
- Develop a good working relationship with the Vice-Chair, ensuring they are kept fully informed and delegating tasks to them as appropriate
- Ensure board members feel valued and encourage their development and input
- Carry out performance reviews with each Trustee on an annual basis
- Ensure there is a plan for the succession of Chair, Vice-Chair and committee chairs and that opportunities are given to a wide mix of Trustees so that experience and ability can be developed
- Promote good teamwork and effective working relationships among all Trustees, and an open culture of discussion

3. Leading School Improvement

- Ensure the Trust Board is involved at a strategic level in the School's self-evaluation process and that this feeds into the key strategic priorities
- Ensure the Trust Board's business is focused on the key strategic priorities

- Take the lead in representing the Trust Board at relevant external meetings with School partners
- Ensure the Trust Board has mechanisms in place to obtain and listen to the views of parents, students and staff

4. <u>The Chair, the Headteacher and Accountability</u>

- Build professional relationship with the Headteacher which allows for open and honest conversations, enables you to act as a sounding board for the Headteacher and ensures there are no surprises for either at meetings
- Meet regularly with the Headteacher
- Ensure that there are transparent and effective processes for the recruitment and induction of the Headteacher
- Ensure appropriate Trustee involvement in the recruitment into Leadership Team posts
- Ensure all Trustees concentrate on their strategic role, receive information fit for purpose and hold the Headteacher to account
- Ensure the Headteacher provides staff with an understanding of the role of the Trust Board and acts as a link between the two
- Attend School functions as appropriate and encourage other Trustees to do so
- Ensure that complaints made to the Trust Board are dealt with in a timely and effective manner
- If required, play the lead role in any decision to suspend the Headteacher

5. <u>Leading Trust Board Business</u>

- In conjunction with the Governance Manager and the Headteacher, plan for Trust Board meetings, ensuring agendas focus on the Trust Board's key responsibilities and strategic priorities and ensure any paperwork required is made available to Trustees seven days before meetings.
- Chair meetings effectively, managing the agenda and available time appropriately and ensuring all members of the Trust Board have the opportunity and are encouraged to participate actively in discussions and decision-making activities whilst ensuring clear decisions are reached as quickly as possible
- Ensure actions delegated to individuals or committees by the Trust Board during previous meetings have been acted on and receive reports back to the Trust Board at the next meeting
- Ensure decisions taken at Trust Board meetings are implemented
- Ensure the Trust Board appoints a professional Governance Manager capable of providing advice on the Trust Board's functions, that there is a job description in place for the Governance Manager and that the Governance Manager's performance is reviewed annually
- Ensure that accurate minutes are produced of each full Trust Board meeting by the Governance Manager

---

Disqualification – The Headteacher, Staff Trustees, Students, Staff Members

VICE-CHAIR'S ROLE DESCRIPTION

Purpose of the Role

To provide support to the Chair(Co-Chairs) in fulfilling their role and take the place of the chair in any aspect of governance in their absence, should they be unable to fulfil their role for any reason.

Responsibilities for this Role

- Develop a good understanding of the full remit of the Chair's role and be ready to step in to act in the Chair's absence if needed
- Ensure you are kept fully informed by the Chair of all current developments and issues
- Act as a support to the Chair by listening to and discussing issues arising
- Support the Chair in implementing the Chair of Trustee's leadership role, by acting on any areas or issues delegated to you by them and keeping the Chair informed of progress on these
- Develop strong, trusting working relationships with the Chair, Headteacher and other senior leaders in the school
- Attend Steering Group meetings
- Regularly review and keep up to date with requirements on the Trust Board in relation to publishing of data/information
- Ensure the School website is up to date with all current requirements, holding named Trustees to account where they have individual responsibility
- Take part in regular Steering Group meetings, working with chairs to develop the governance priorities for each term.

Disqualification – The Headteacher, Staff Trustees, Students, Staff Members

COMMITTEE CHAIRS' ROLE DESCRIPTION

Purpose of the Role

To ensure the committee undertakes the work and decisions delegated to it by the Trust Board, as outlined within the committee's terms of reference, effectively and within the relevant legal parameters, for the benefit of the School, and to ensure the Trust Board receives regular reports of the committee's actions and decisions.

Responsibilities for this Role

- Lead the work of the committee to ensure it operates effectively and to see that the business of the committee is conducted properly, in accordance with legal requirements and the committee's terms of reference as agreed by the Trust Board
- Ensure you have good knowledge of the legal requirements relating to your committee's activities and maintain an up-to-date knowledge of changes in policy and requirements
- Develop a good working relationship with the vice chair, ensuring they are kept fully informed and delegating tasks to them as appropriate
- Develop, maintain and implement an annual calendar of activities/responsibilities for your committee
- Ensure policies delegated as being the responsibility of the committee are drafted/reviewed and signed off within appropriate timescales
- Ensure actions delegated to the committee by the Trust Board are acted on swiftly and reported back to the Trust Board at the next meeting
- Ensure the committee has good knowledge and understanding of areas of governance relevant to the committee, highlighting areas of weakness, Trustees' training requirements, and committee members' relevant knowledge / skills
- Liaise with Governance Manager and Headteacher to produce agenda and papers required for each meeting, ensuring this is done in a timely way so that the Governance Manager can convene the meeting and send out paperwork seven days prior to each meeting
- Chair meetings effectively, focusing on priorities, using available time well and ensuring that all members have an equal opportunity to participate in discussion and decision-making
- Ensure committee minutes/reports are circulated to Full Trust Board/Governance Manager in time to be circulated with Full Trust Board papers each term, prepare any verbal reports to Full Trust Board meetings which are needed to accompany these papers and be ready to answer questions from Trustees about the committee's activities and decisions
- Promote good teamwork and effective working relationships among all committee members
- Be able to talk knowledgably about the impact of the committee's work on School development and student outcomes

---

Disqualification – none.

THE GOVERNANCE MANAGER TO THE TRUST BOARD'S ROLE DESCRIPTION

- To work effectively with the Chair of Trustees, the other Trustees and the Headteacher to support the Trust Board
- To advise the Trust Board on legal, constitutional and procedural matters, duties and powers
- To convene meetings of the Trust Board
- To attend meetings of the Trust Board and ensure minutes are taken
- To maintain a register of members of the Trust Board and report vacancies to the Trust Board
- To give and receive notices in accordance with relevant regulations
- Ensure committees have adequate Governance management arrangements and that accurate minutes are produced of each committee meeting
- To perform such other functions as may be determined by the Trust Board from time to time. Please refer to Governance Manager's Job Description.

Disqualification – Trustees, Headteacher, Business Manager

THE TRUST BOARD

Purpose

The Trust Board needs to take a strategic role, act as a critical friend to the School and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

Terms of Reference

- To agree the Strategic Plan for the School
- To agree constitutional matters*, including procedures where the Trust Board has discretion
- To appoint co-opted Trustees* where appropriate
- To hold at least three Trust Board meetings a year*
- To appoint or remove the Chair and Vice-Chair*
- To appoint or remove a Governance Manager to the Trust Board*
- To establish the committees of the Trust Board and their terms of reference*
- To appoint the Chair of any committee
- To appoint or remove a Governance Manager to each committee*
- To suspend a Trustee*
- To approve the first formal budget plan of the financial year*
- To decide which functions of the Trust Board will be delegated to committees, groups and individuals*
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Trust Board is necessary*
- To monitor the progress of work being undertaken by committees and individuals
- To review the delegation arrangements annually*
- To decide whether to permit the Full Trust Board and committees to circulate electronically to Trustees such items of business for information and / or for decision where to wait until the next meeting would cause undue delay to the efficient and effective running of the School. If permitted, the decision for each occurrence to be made by the Headteacher, COT/CCOT and relevant Committee Chair.
- *Any items which the Trust Board may wish to include*

* These matters cannot be delegated to either a committee or an individual

Membership

As per the Articles of Association.

Quorum

One third of the number of Trustees in post (Article 114) (Except 2/3 subject to Article 116).

Details of Members and Terms of office see relevant documents under Statutory on School website.

Disqualification – as per Regulation 20 and Schedule 6 of the Constitution Regulations

SHS AUDIT COMMITTEE TERMS OF REFERENCE – March 2025

Responsibilities

- To maintain oversight of the Academy Trust's financial, governance, risk management and internal control systems.
- To report its findings termly and annually to the Trust Board and the Headteacher as a critical element of the Trust's annual reporting requirements.
- Take delegated responsibility on behalf of the Trust Board for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academies Financial Handbook.
- The Audit Committee has no executive powers or operational responsibilities/duties.

Authority

- The Audit Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board.
- The Audit Committee is authorised to:
  - request any information it requires from any employee, external auditor, those carrying out internal scrutiny and any other assurance provider
  - obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board

Composition

- The membership of the Audit Committee will comprise a committee chair who is independent of the Steering Group together with a minimum of 3 Trustees who are not employed by the Trust and who are members of the Steering Group.
- The Chair and Vice-Chair of the Audit Committee shall be appointed by the Board. [Note: The chair/co-chairs of the board of the Academy Trust and the chair/vice-chair of the Resources Committee shall not serve as chair/vice-chair of the Audit Committee]
- The Audit Committee will meet at least three times a year.
- A quorum shall consist of 3 voting members of the Audit Committee.
- At least one member of the Audit Committee should have recent or relevant accountancy, or audit assurance, experience.
- Staff employed by the Trust may be invited to attend the Audit Committee to provide information and participate in discussions but will not be voting members of the committee and should not participate as members when audit matters are discussed.
- Any Trustee may attend a meeting of the Audit Committee, including those who are not members of the Audit Committee, and are invited to inform the chair of the Audit Committee and/or the Governance Manager of their intention to attend.
- The Headteacher and Business Manager should attend to provide information and participate in discussions. However, as employees of the Trust they will not be entitled to vote.

Reporting

The Audit Committee will:

- report back to the Trust Board every term, three times a year;
- pass on an annual summary report provided by the person providing internal scrutiny on areas reviewed by them covering key findings, recommendations and conclusions.

Terms of Reference

The Audit Committee will:

a) Risk Management

- Oversee the Trust's risk register and, with the assistance of the Headteacher and Business Manager, conduct a regular review of risks.
- Provide assurance to the Trust Board that risks are being adequately identified and managed (including where those risks are delegated to and monitored by other committees).
- Monitor the effectiveness of risk management policy and processes.
- Review, monitor and assess periodically major aspects of risk such as:
  - damage to the Trust's reputation
  - loss of funds
  - changes in government policy
  - risks to standards, systems and controls that may arise from expansion

b) Internal Control Review

- Agree an annual programme of internal scrutiny with the Trust's internal auditors[1] for checking financial systems, controls, transactions and risks. This programme of work will be informed by a review of the risk register.
- Direct the Trust's programme of internal scrutiny and agree who will perform the work.
- Ensure that the programme of internal scrutiny delivers objective and independent assurance.
- Receive regular updates by the person or organisation carrying out the programme of work, incorporating:
  - a report of the work to each Audit Committee meeting, including recommendations where appropriate to enhance financial and other controls and risk management
  - a short annual summary report to the Audit Committee for each year ended 31 August outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress
- Consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.
- Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.

c) Reporting

[1] This term should be defined to include anyone performing independent scrutiny.

- Advise the Trust Board on the adequacy and effectiveness of the Academy Trust's systems of internal control and governance processes, securing economy, efficiency and effectiveness (value for money).
- Provide minutes of all Audit Committee meetings for review at board meetings.

d) Directing Action

- Consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise senior management on any additional or alternative steps to be taken.
- Review the findings of the external auditors and agree any action plan arising from it.
- Consider progress in addressing recommendations.
- Ensure there is co-ordination between internal audit and external audit and any other review bodies that are relevant.

e) Quality Assurance

- Ensure that additional services undertaken by the auditors is compatible with the audit independence and objectivity.
- Monitor the effectiveness of auditors.
- Advise the Trust Board on the appointment, reappointment, dismissal and remuneration of auditors (both external auditors and internal audit).

f) Culture

- Encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Trust Board.
- Ensure that all members of the Trust Board are empowered to identify risks and play a part in the risk management process.

STEERING GROUP COMMITTEE

Membership

The suggested membership of this group is the Chair of Trustees, the Vice-Chair, the Headteacher, the Deputy Headteacher, the Business Manager and the Chair and Vice-Chair of Resources, Student Learning and Admissions Committees. These key Trustees would have a more strategic and co-ordinating role and can add greatly to the effectiveness of the work of the Trust Board as a whole. The terms of reference give an indication of this broader perspective. **If the Trust Board decides not to have this committee these terms of reference are of such import they will be transferred to the Trust Board.**

Terms of Reference

- To establish the Trustees' Strategic Plan for the short and medium term and present this to the Trust Board for their consideration
- To meet termly to agree the work of the Trust Board and its committees for that term and beyond
- To agree, before the start of the academic year, the programme of work and calendar of meetings for the Trust Board and its committees for the school year, based on known cycles of School improvement, financial management, staffing issues and communicating with parents
- To agree and appoint a consultant for school improvement
- To circulate to all Trustees the documents, policies and procedures under review by this committee and to consider comments and questions from Trustees as part of that review
- To ratify the policies delegated to this committee once their review is satisfactorily completed
- To establish and keep under review the School Prospectus
- To establish and keep under review a protocol for the Trust Board
- To establish and keep under review arrangements for Trustees' visits to the School
- To oversee arrangements for Trustee involvement in formulating and monitoring the School Development Plan
- To oversee and monitor the School's compliance of Key Documents
- To receive reports at least three times a year from the Safeguarding and Online Safety Group on aspects including Safeguarding, Online Safety, Data Protection and Retention, GDPR and Freedom of Information
- To consider recommendations made by committees with regard to the working of the Trust Board
- To make recommendations to the Trust Board to establish exceptional working arrangements where particular circumstances arise, e.g. a joint committee to oversee a building project or a special committee to oversee an Ofsted inspection
- To circulate to all Trustees the documents, policies and procedures under review by the Safeguarding and Online Safety Group and to consider comments and questions from Trustees as part of that review
- To establish and keep under review a Freedom of Information publication scheme

- To be available and respond to matters of particular difficulty, sensitivity or emergency and to offer advice to the Headteacher
- To undertake tasks delegated to them by the Trust Board
- *Additional items which the Trust Board may wish to include*

Policies and Procedures

Details of the policies and procedures that fall under the remit of the Steering Group Committee are listed in **Appendix A.**

Quorum: 3 Trustees

ADMISSIONS COMMITTEE

Terms of Reference

- To meet at least three times a year
- To report regularly to the Trust Board
- To recommend courses of action to the Trust Board whenever appropriate
- To determine within statutory provisions and the Trust Board policy whether any student should be admitted to the School*
- To review admissions arrangements, including Open Days and Testing and to make recommendations for changes to the Trust Board
- To monitor the Admissions Appeals process to ensure compliance with the guidance
- To support the development and monitoring of the School's position in local, national and international communities
- To support the development and monitoring of the marketing strategy for the School
- To circulate to all Trustees the documents, policies and procedures under review by this committee and to consider comments and questions from Trustees as part of that review
- To ratify the policies delegated to this committee once their review is satisfactorily completed
- *Additional items which the Trust Board may wish to include*

* Cannot be delegated to an individual.

Policies and Procedures

Details of the policies and procedures that fall under the remit of the Admissions Committee are listed in **Appendix B.**

Membership

It is considered good practice to appoint the Headteacher onto any committee responsible for admissions, but Headteachers cannot act in place of the Trust Board in determining the school's admissions policy, or in deciding on the admission of any individual student.

Disqualification – none.

Quorum: 3 Trustees

INCLUSION COMMITTEE

Terms of Reference

The purpose of the Inclusion Committee is to make recommendations to the Trust Board in order to fulfill the statutory responsibilities of the Trust Board to safeguard and promote the welfare of all pupils.

The Inclusion Committee will provide strategic oversight, monitoring, and evaluation of relevant school policies and practices, with a specific focus on safeguarding vulnerable children:

- Special Educational Needs and Disabilities (SEND)
- Looked After Child (LAC)
- Previously Looked After Child (PLAC),
- Pupil Premium
- all those known or previously known to Social Care

and will make recommendations to the Trust Board.

Key Responsibilities

1) General Safeguarding and Child Protection

- Ensure the school's Child Protection and Safeguarding Policy is compliant with current statutory guidance, regularly reviewed, and accessible to all staff.
- Monitor that the school's procedures accurately track the 5 R's of Safeguarding (Recognise, Respond, Report, Record, Refer).
- Review the implementation and effectiveness of policies regarding the protection of young people.
- Ensure safer recruitment procedures are adhered to and actively monitor the Single Central Record (SCR).

2) Special Educational Needs and Disabilities (SEND)

- Ensure the Child Protection and Safeguarding Policy reflects the additional barriers SEND students face regarding safeguarding (e.g. communication barriers, peer isolation, and inability to report abuse).
- Monitor the collaboration between the SENCO and the Designated Safeguarding Lead (DSL) to ensure safeguarding concerns regarding SEND pupils are fully investigated and appropriately referred.
- Evaluate the impact of specific pastoral, behavioural, and inclusion interventions utilised for SEND pupils to prevent them from being disproportionately impacted by bullying.
- Monitor the effectiveness and impact of the support base and/or specialist support base.

3) Children Known or Previously Known to Social Care

- Ensure school policies, practices and procedures are responsive to the needs of all students known to Social Care, recognising the impact of adversity, trauma and family circumstances, respecting confidentiality, and promoting their safety, inclusion, attendance, achievement and overall well-being.
- Monitor whether the educational, pastoral and welfare needs of students known to Social Care are effectively identified, planned for and reviewed through appropriate support plans, including Personal Education Plans (PEPs) where applicable, ensuring barriers to learning are addressed and outcomes are improved.

- Monitor that all additional funding and targeted resources available for students known to Social Care, including Pupil Premium Plus (PP+) where applicable, are used effectively to provide enhanced opportunities, meet identified needs, support agreed targets and improve educational and personal outcomes.
- Ensure relevant staff, including Designated Teachers and pastoral leaders, receive appropriate training and ongoing professional development to strengthen their understanding of the needs of children and young people known to Social Care and to promote effective multi-agency working.

4) Pupil Premium and Disadvantaged Pupils

- Monitor the strategic allocation and impact of the Pupil Premium grant to ensure it is used in line with the Department for Educations' Conditions of Grant to raise attainment and attendance.
- Evaluate the effectiveness of interventions to ensure they are evidence-based and successfully mitigate vulnerabilities related to poverty, economic disadvantage, or having a social worker.
- Ensure that the broader pastoral, mental health, and well-being needs of Pupil Premium pupils are being robustly supported by the school's safeguarding framework.
- The Committee will ensure the production of an annual Pupil Premium Strategy Statement to be approved by the Trust Board for publication on the school website.

5) Online Safety

- Ensure there are robust processes (including filtering and monitoring systems) in place to ensure the online safety of pupils, staff, volunteers and Trustees.
- Ensure that Trustees, staff and pupils receive appropriate safeguarding and online safety training and that parents and carers have access to online safety guidance and resources.

6) Students With Health Needs

- Ensure that children with health needs are supported so they can participate fully in school life.
- Ensure there are effective arrangements for developing and reviewing Individual Healthcare Plans, involving parents, healthcare professionals, and the pupil (where appropriate).

Membership

- The Committee shall be appointed by the Trust Board and consist of at least 3 to 5 Trustees including:
  - The named Safeguarding Trustee.
  - The named Looked After and Previously Looked After Children Trustee.
  - The named SEND Trustee.
  - The named Online Safety Trustee.
- The Assistant Headteacher acting as DSL and the SENCO will be permanent members.
- The Designated Teacher for LAC shall attend meetings in an advisory capacity.
- The Assistant Headteacher for Disadvantaged pupils shall attend meetings in an advisory capacity.
- The Assistant Headteacher for Digital Strategy shall attend meetings in an advisory capacity.
- The Headteacher.
- The Committee will meet at least once a term (3 times per academic year).

Reporting and Accountability

- The Committee will report back to the Full Trust Body after each meeting, presenting verbal or written updates.
- Minutes of the committee meetings will be circulated to all members of the Trust Board.

Policies and Procedures
Details of the policies and procedures that fall under the remit of the Inclusion Committee are listed in **Appendix C**.

Disqualification – none.

Quorum: A quorum shall be half of Trustees appointed to the Committee (rounded up to a whole number).

RESOURCES COMMITTEE

Terms of Reference

- To draft and keep under review the staffing structure in consultation with the Headteacher
- To oversee the appointment procedure for all staff
- In consultation with the Headteacher, to draft the first formal budget plan of the financial year
- To establish and maintain an up to date 3-year financial plan
- To make recommendations to the Trust Board about the first formal budget plan of the financial year
- To consider a budget position statement including virement decisions at least every other term i.e. 3 times a year, and to report significant anomalies from the anticipated position to the Trust Board
- To ensure that the School operates within the Financial Regulations of the Department for Education ('DfE') and follows financial standards guidance
- To monitor expenditure of all voluntary funds kept on behalf of the Trust Board
- To ensure monitoring and awareness of high-risk areas of the School
- To monitor against possible fraud initiatives that may impact on the Public Sector
- To ensure that the Central Record of Recruitment and Vetting Checks for Stroud High School is maintained and ensure a list is maintained in partner schools
- To circulate to all Trustees the documents, policies and procedures under review by this committee and to consider comments and questions from Trustees as part of that review
- To ratify the policies delegated to this committee once their review is satisfactorily completed
- To establish and keep under review compliance with the Equalities Act
- To oversee any process leading to staff reductions
- To establish and keep under review any other HR-related policy as recommended by the DfE and/or HR consultants
- To establish and keep under review any other Finance related policy as recommended by the DfE and/or financial consultants/auditors
- To make decisions in respect of service agreements
- To make decisions on expenditure following recommendations from other committees
- To keep under review staff work/life balance, working conditions and well-being
- To monitor absence
- To make recommendations on HR-related expenditure
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher
- In the light of the Headteacher Appraisal Group's recommendations, to determine whether sufficient funds are available for increments

- To oversee arrangements for individual Trustees to take a leading role in specific areas of provision, including Health & Safety and Internal Audit
- To receive regular reports from the Health and Safety Group and advise the Trust Board
- To oversee arrangements for repairs and maintenance of premises
- To make recommendations on premises-related expenditure
- In consultation with the Headteacher to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to Trust Board policy
- To establish and keep under review a Premises Development Plan (Masterplan)
- To establish and keep under review an Accessibility Plan
- *Additional items which the Trust Board may wish to include*

Policies and Procedures
Details of the policies and procedures that fall under the remit of the Resources Committee are listed in **Appendix D**.

Disqualification – Any relevant person employed to work at the school other than as the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school.

Quorum: 4 Trustees

STUDENT LEARNING COMMITTEE

Terms of Reference

- To consider and advise the Trust Board on standards and other matters relating to the school's curriculum, including statutory requirements and the School's Curriculum Policy
- To consider curricular issues which have implications for Resources Committee decisions and to make recommendations to the relevant committee(s) or the Trust Board
- To make arrangements for the Trust Board to be represented at school improvement discussions with the School Improvement Consultant and for reports to be received by the Trust Board
- To oversee arrangements for individual Trustees to take a leading role in specific areas of provision, including SEN, Pupil Premium and Safeguarding. To receive regular reports from them and advise the Trust Board.
- To ensure that the guidance contained in the 'Improving Attendance and Behaviour' document is practised in the school, with specific reference to the role assigned to the Trust Board
- To circulate to all Trustees the documents, policies and procedures under review by this committee and to consider comments and questions from Trustees as part of that review
- To ratify the policies delegated to this committee once their review is satisfactorily completed
- *Additional items which the Trust Board may wish to include*

Policies and Procedures
Details of the policies and procedures that fall under the remit of the Admissions Committee are listed in **Appendix E**.

Quorum: 3 Trustees

HEADTEACHER'S APPRAISAL COMMITTEE

Terms of Reference

- To arrange to meet with the School Improvement Consultant to discuss the Headteacher's performance targets
- To decide, with the support of the School Improvement Consultant, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Pay Review Committee in respect of awards for the successful meeting of targets set
- *Additional items which the Trust Board may wish to include*

Membership
Three Trustees appointed by the Steering Group and in agreement with the Headteacher.

Disqualification – The Headteacher, Staff Trustees and either the COT/CCOT or Vice-Chair

Review Officer: The Chair/Co-Chair or Vice-Chair of Trustees (but not a member of this committee or Pay Review Committee)

Quorum: a minimum of 2 Trustees

PAY REVIEW COMMITTEE

Terms of Reference

- To apply the relevant parts of the Pay Policy on behalf of the Trust Board fairly and equitably (this role is shared between this committee and the Resources Committee)
- To ensure that the Trust Board meets its legal and contractual obligations in relation to pay and related conditions of service
- To ensure that all members of staff have a current and accurate job description and that this document is regularly reviewed
- To ensure that appropriate arrangements for the Headteacher's Appraisal are made by the appointed Trustees in accordance with the School's Appraisal Policy
- To undertake appropriate annual reviews of salary for:
  - All Teaching Staff, including:
    - Teachers on the Main Scale
    - Teachers on the Upper Pay Scale
    - The Leadership Team
    - The Headteacher
    - Support Staff
- To receive recommendations from Reviewers regarding the performance and pay progression of teachers following moderation as laid down in the Appraisal Policy.

The Pay Review Committee will keep its work and the results of individual reviews and decisions confidential. The committee chair will report to the whole Trust Board periodically regarding progress and the work of the committee but will not report on the details of decisions reached to ensure that sufficient Trustees remain available to hear appeals should this be necessary. Where this work indicates that changes will have significant implications for the school budget an urgent report will be made direct to the Chair of Trustees and the Chair of Resources Committee.

Membership
Three to five Trustees with voting rights.

Disqualification – The Headteacher and Staff Trustees

Quorum: 3 Trustees with voting rights

HEARINGS COMMITTEE

Terms of Reference

- To make any determination to dismiss any member of staff (unless delegated to the Headteacher)
- To make any decisions under the Trust Board's HR procedures, e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action*
- To make any decisions relating to any member of staff other than the Headteacher, under the Trust Board's HR procedures (unless delegated to the Headteacher)
- To make any determination or decision under the Trust Board's General Complaints Procedure for Parents and others
- To make any determination or decision under the Trust Board's Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Trust Board's charging policy
- *Additional items which the Trust Board may wish to include*

  * Cannot be delegated to an individual

Membership
Normally 2 or 4 Trustees, together with an Independent Person not involved in the matter of concern NB. The Trust Board will appoint an identical number of persons of the same categories who will serve as the Appeals Committee. Any Trustee who has a connection with the parties involved in the case that could affect their ability to act impartially will not serve at the appeal. If, through non-attendance of a Trustee, an even number of Trustees sits on the committee, the chair of the committee has the casting vote. (NB. The number appointed to this committee directly affects the number required for an Appeal Committee)

Disqualification – The Headteacher

It is suggested that only experienced Trustees be appointed to this committee and that the Chair of Trustees*, due to probable prior knowledge, should not be a member.

(*If the role of the chair is made up of two co-chairs then it is recommended that normally one of the co-chairs will ensure as far as possible that they have no prior knowledge of the matter of concern so that they may remain eligible to serve on Hearings or Appeals)

Quorum: 2 Trustees + 1 independent person

<u>APPEALS COMMITTEE</u>

Terms of Reference

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee*
- To consider any appeal against a decision short of dismissal under the Trust Board's HR procedures e.g. disciplinary, grievance, capability*
- To consider any appeal against selection for redundancy*
- *Any items which the Trust Board may wish to include*

  * Cannot be delegated to an individual

Membership
No fewer members than the Hearings Committee.

NB. The Trust Board will appoint 2-4 Trustees and an Independent Person to match the same number of persons on the original panel who will serve as the Appeals Committee. Any Trustee who has a connection with the parties involved in the case that could affect their ability to act impartially will not serve at the appeal. If, through non-attendance of a Trustee, an even number of Trustees sits on the committee, the chair of the committee has the casting vote.

Disqualification - The Headteacher and Any members of the Hearings Committee

It is suggested that only experienced Trustees be appointed to this committee and that the Chair of Trustees*, due to probable prior knowledge, should not be a member.

(*If the role of the chair is made up of two co-chairs then it is recommended that normally one of the co-chairs will ensure as far as possible that they have no prior knowledge of the matter of concern so that they may remain eligible to serve on Hearings or Appeals).

Quorum: 2 Trustees + 1 independent person

STUDENT DISCIPLINE COMMITTEE

Terms of Reference

- To consider representations from parents in the case of exclusions of 5 days or less (*Committee may not re-instate)*
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (*meeting to be held between 6th and 50th school day after receiving notice of the exclusion)*
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a student is denied the chance to take a public examination (*meeting to be held between 6th and 15th school day after receiving notice of the exclusion)*
- *Any items which the Trust Board may wish to include*

Membership

Normally 5 Trustees and not less than 3 Trustees.

NB. The Trust Board will nominate a pool of Trustees from which three or five will serve as the Discipline Committee to consider particular exclusions. Any Trustee who has a connection with the student or the incident that could affect their ability to act impartially will not serve at the hearing. If, through non-attendance of a Trustee, four members consider an exclusion, the chair of the committee has the casting vote.

Disqualification – The Headteacher and Any Trustee with prior knowledge of the pupil or the incident.

It is suggested that neither the Chair of Trustees* nor a member of staff, due to probable prior knowledge, should be a member.

(*If the role of the chair is made up of two co-chairs then it is recommended that normally one of the co-chairs will ensure as far as possible that they have no prior knowledge of the matter of concern so that they may remain eligible to serve on Hearings or Appeals)

Quorum: 3 Trustees

DELEGATION OF RESPONSIBILITY TO INDIVIDUALS

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

Terms of Reference

- To liaise with the appropriate member(s) of staff
- To visit the School, with the agreement of the Headteacher, with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Trust Board, or the relevant Committee, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Trust Board
- To undertake training as appropriate
- *Any items which the Trust Board may wish to include*

Disqualification – The following functions **CANNOT** be delegated **to an individual**:

Functions relating to:

- The alteration, closure or change of category of the School
- The approval of the first formal budget plan of the financial year
- School discipline policies
- Exclusions of pupils (except in an emergency when the Chair has the power to exercise these functions)
- Admissions

Area Of Responsibility	**Name of Trustee(s)**	**Liaising with**
Safeguarding	Mrs L McGinty Mr I Smith (Deputy)	Headteacher | Designated Safeguarding Lead (DSL) and/or Deputy DSL
SEND	Mrs M Brown	SENCO | Headteacher
Target Setting	HT Appraisal Trustees	Headteacher/SIP
Health & Safety	Mrs J Phillips	Business Manager
Online Safety	Dr D Pickard	Headteacher
Looked After Children	Mrs M Brown	Headteacher

Area Of Responsibility	**Independent Person**	**Liaising with**
Internal Audit	Mrs J Atkinson	Business Manager
Data Protection/ GDPR	Mr Ian Arkell	Headteacher | Business Manager

Appendix A – Steering Group – Policies and Procedures
The Steering Group will establish and keep under review the following policies and procedures:
• Bereavement Policy • Child Protection and Safeguarding Policy • Complaints Policy • Crisis Plan and Procedures • Data Protection Policy • ECT Induction Policy • Freedom of Information Policy • International Dimension Policy • Pay Policy (Teaching Staff) (HR) • SHS Privacy Notice GDPR for staff • SHS Privacy Notice GDPR for parents and students

Appendix B – Admissions Committee – Policies and Procedures
The Admissions Committee will establish and keep under review the following policies and procedures:
• Admissions Policy

Appendix C – Inclusion Committee – Policies and Procedures
The Inclusion Committee will establish and keep under review the following policies and procedures:
• Child Protection and Safeguarding Policy • Single Central Record

Appendix D – Resources Committee – Policies and Procedures

The Resource Committee will establish and keep under review the following policies and procedures:

- 16-19 Bursary Fund
- Anti-Fraud and Anti-Corruption Policy
- Anti-Bribery Policy
- Appraisal Policy (HR)
- Capability Policy (HR)
- Charging and Remissions Policy
- Code of Conduct (Staff) (HR)
- Conflict of Interest Policy
- Disciplinary Procedure (Staff) (HR)
- Equality Privacy Statement
- Finance Policy
- Grievance Procedure (Staff) (HR)
- Health and Safety Policy
- ICT Staff/Volunteer Acceptable Use Agreement
- ICT Student Acceptable Use Agreement
- Investment Policy
- Leave of Absence Policy (HR)
- Managing Stress and Well-Being Policy (HR)
- Maternity, Paternity, Adoption and Shared Parental Leave Policy (HR)
- Online Safety and Security Policy
- Organisational Policy
- Record Management Policy
- Recruitment Selection Policy and Procedure
- Sickness Policy (HR)
- Staff Development Policy
- Staff Expenses Policy
- Staff Induction Policy
- Surveillance and CCTV Policy
- Technical Security and Back Up Policy
- Trustees' Expenses Policy
- Whistle Blowing Policy (HR)

Appendix E – Student Learning Committee – Policies and Procedures
The Student Learning Committee will establish and keep under review the following policies and procedures:
• Anti-Bullying Policy • Assessment, Recording and Reporting Policy • Attendance Policy • Collective Worship Policy • Controlled Assessment Policy • Curriculum Policy • Drugs Policy • Educational Visits and the Policy for Offsite Visits • Exam Policy • Homework Policy • Internet Filtering Policy • Managing Medicines Policy • Physical Contact Policy • Positive Behaviour Management Policy • Provider Access Policy • Relationships and Sex Education Policy • Special Education Needs Policy • Support, Care and Guidance Policy • Suspension and Exclusion Policy • Teaching and Learning Policy • Word Processing Policy