



Performance and Standards Committee

Terms of Reference

Effective Date: October 2017

Performance and Standards Committee - Terms of Reference

These Terms of Reference have been produced to enable us to have a clear policy statement that identifies the Performance and Standards Committee roles and responsibilities in Balmoral Learning Trust.

- There will be no fewer than 3 meetings per year and at least one meeting each term.
- Non-members may be invited to attend meetings as necessary.
- The Clerk of the Committee will keep appropriate records of the proceedings
- The minutes of the Committee meetings shall be circulated to all Board members
- The committee shall be made up of 50% of the Trust Board plus the Chair of the Trust and the Chief Executive Officer
- At the first meeting of the academic year the Committee should elect a chair. In the absence of the Chair at subsequent meetings the Committee will elect a temporary Chair from those present.
- Quorum of the Committee shall be 3.
- Where there is an equal division of votes the Chair shall have the casting vote.

Staffing

- Approving of all HR policies
- To agree and oversee the application of the Staff Appraisal and Capability Policy
- To agree and conduct procedures for capability, discipline, grievance, attendance, whistle blowing and staff welfare issues, except where this is delegated to Head Teachers in individual schools, (see Governance Model and Responsibilities at the end of this document)
- To conduct agreed arrangements for recruitment and selection of all Trust staff except where delegated to the Chief Executive or Head Teachers (see Governance Model and Responsibilities at the end of this document).
- To set the terms, conditions of service and levels of pay of employees having regard to staff who have TUPE transferred
- To receive reports and monitor status of any staffing issues
- To review / realign the Individual School Range if appropriate

Pay

- To agree and oversee the application of the Pay Policy ensuring it is statutorily compliant
- To review the pay structure on an annual basis to consider the impact of any changes to nationally recommended pay rates and reporting to the Board of Directors as appropriate
- To ensure external advice is sought where appropriate, particularly in respect of salary matters relating to the Chief Executive
- To ensure accurate and up to date person specifications and job descriptions are maintained across the Trust to inform pay decisions where necessary.
- To ensure annual pay statements are issued to all staff in accordance with the Trust pay Policy.

Curriculum Considerations

- Receive summary reports from the Chief Executive Officer / Head Teacher Board in relation to student attendance, exclusions, punctuality and disciplinary matters for each school / academy.
- To monitor standards of educational provision across Trust schools by asking questions, reviewing data and documentation.
- Ensure that the legal requirements for children with special educational needs are met and that they are given support for learning.
- Ensure that each academy fulfils its legal requirement to publish information about their Academy's performance and curriculum.

- Receive reports in relation to the use of additional funding such as the PE and Sport Premium
- Consider and evaluate the use of Pupil Premium funding by the academies and the impact on outcomes for children.

Policies

- To review and approve relevant non-statutory and statutory policies including: special educational needs; attendance; behaviour; sex and relationships.

General

- Reviewing or investigating any other matters referred to the Committee by the Trust Board
- Drawing any significant recommendations and matters of concern to the attention of the Trust Board.
- To receive and review any Ofsted reports from Trust schools, providing if appropriate a response to Local Governing Boards, the Head Teacher and school staff.

Training and Development

- To annually complete a governor competency audit
- To attend training as appropriate

Performance Management and Appraisal of the Chief Executive Officer

Purpose

- To review the objectives of the CEO and make recommendations for their movement along the pay spine to be confirmed by the Audit and Finance Committee.

Frequency of Meetings

- There should be at least one meeting each year to be held no later than 31st October in order to make a recommendation by 31 December.

Membership and Quorum

- The membership shall comprise the Chair of Board of Directors, the Chair of the Audit and Finance Committee and the Chair of the Performance and Standards Committee. The quorum is two.

Terms of Reference

- To meet with the appointed external adviser to discuss the Chief Executive's performance objectives.
- In line with the Trust's Appraisal Policy decide, with advice from the external adviser, whether the objectives have been met and to set new targets annually.
- To make recommendations to the Audit and Finance Committee with regard to pay awards.



Governance Model and Responsibilities

Effective Date: October 2017

Governance Model and Responsibilities

Area of Responsibility	Matters for Decision	Trust Board		Local Governing Body	
		Final Decision	Committee Responsible	Role	Responsibility
Strategy	Develop overall Vision and Values for the Trust	Board	Members and Directors	Develop own distinctive vision and values consistent with Trust	LGB
	Develop an annual Trust Development Plan	Board	CEO	Develop an annual SDP that supports the Trust Development Plan	HT LGB
	Develop a 3 year Business Plan	Board	Directors	To be consulted prior to approval	
Finance	Strategic Planning	Board		Annual Budget Plan	LGB HT
	Consolidation of Accounts	Board	Finance/ Audit	Monitoring of actual versus budget	LGB H.T. B.M.
	Tendering and large contract renewal	Board	Finance/Audit	Contract monitoring	LGB
	Setting financial standards, policies	Board	Finance/Audit	Compliance with standards, policies	LGB
	Setting financial scheme of delegation	Board	Finance/Audit	Compliance with scheme of delegation	LGB
	Annual and statutory reports to EFA and other third parties	Board		Preparation of reports for the Trust Board (common format)	LGB HT BM
	High level monitoring	Board		Detailed monitoring of expenditure, virements, income and cash flow	LGB HT BM
Audit	Commissioning audit	Board		Auditing by external auditor	
	Audit of financial controls and risk management	Board	Finance/Audit		

Area of Responsibility	Matters for Decision	Trust Board		Local Governing Body	
		Final decision	Committee Responsible	Role	Responsibility
HR	Setting and approval of all HR policies	Board	Performance and Standards	Monitoring compliance with HR policies	LGB
	Approval of staff structures and staff changes	Board	Performance and Standards	Setting individual school staff structure, monitoring structure	LGB HT
	Overall consideration of Pay Policy for MAT and effective PM across the Trust	Board CEO	Performance and Standards	Ensure PM of staff is conducted in accordance with policy and regulations, targets linked to pupil achievement	HT LGB
	Ratification of pay awards and progression to UPR	Board	Performance and Standards	Recommendation of pay awards inc UPR in correlation with PMR	HT LGB
	Recruitment and performance management of CEO	Board	Performance and Standards External SIP	Performance management of HT with CEO and external SIP	LGB
Admissions	Overseeing the admission policies and manage appeals	Board		Set individual school admission policy, monitor admission numbers and compliance with policy	LGB
				Attendance at school appeals	HT
Premises and resources	Development of strategic plan for Trust estate	Board		Monitor the site development plan	LGB
	Development of an asset management plan	Board	Audit and Finance	School based Asset Management Plan to link in to Trust Plan. Monitor the development of an asset register.	LGB HT BM
	Plan and monitor site development	Board		Monitor ongoing site maintenance	LGB
	Collation of inventory check for MAT	Board	Finance/Audit	Inventory check and reporting	LGB HT Bm

Area of Responsibility	Trust Board			Local Governing Body	
	<u>Matters for Decision</u>	<u>Final decision</u>	<u>Committee Responsible</u>	<u>Role</u>	<u>Responsibility</u>
Marketing and communication	Develop Trust strategies	Board	DFO HT Board report to Trust	Monitor implementation and impact of strategies locally	LGB HT
	High level monitoring of complaints across the Trust. Development of action plans to mitigate in the future	Board	HT Board report to Trust	Detailed monitoring of complaints and monitoring of Trust action plans to mitigate in future	LGB HT
Governance	Monitor performance, provide support and development as necessary. Providing regular updates to LGB	Board	Performance and Standards	Self-review and skills audit	LGB
School Improvement	Oversee and direct initiatives to support school improvement across the Trust	Board	Leadership Group HT Board report to Trust	Monitor school performance and improvement using KPIs and SDP targets	LGB HT
	Set, agree, monitor pupil level targets across the Trust	Board	Performance and Standards HT Board	Monitor progress towards pupil level/cohort targets and report to LGB	LGB HT
	Monitor quality of teaching and learning across the Trust and agree strategies for improvement if necessary.	Board	Performance and Standards HT Board	Monitor quality of teaching and learning locally	LGB HT
Safeguarding	Develop coherent policies applicable across the Trust	Board		Child Protection Policy to meet legal requirements	HT LGB
	Ensure training and legal compliance	Board		Monitor school compliance with legislation	LGB
	Monitor implementation of policies across the Trust	Board		Monitor implementation of policy in the school	LGB

Area of Responsibility	Trust Board			Local Governing Body	
	<u>Matters for Decision</u>	<u>Final decision</u>	<u>Committee Responsible</u>	<u>Role</u>	<u>Responsibility</u>
Curriculum	Overview of curriculum to ensure breadth, balance. Focus on basic skills, best possible outcomes for children.	Board	Standards and performance Committee advised by HT Board/ Leadership Group	School curriculum to reflect local community, geography, history etc. Schemes of work and development	LGB HT
	High level monitoring of impact of curriculum plans and intervention strategies	Board	Standards and performance Committee advised by HT Board/ Leadership Group	Monitoring of local impact of curriculum plans/ schemes including intervention strategies	LGB HT
Risk Management including Health and Safety	Arrangement of overall consistent MAT Health and Safety Policies	Board	Audit and Finance as part of Risk Management remit	Routine H&S inspections	LGB HT
	Monitoring of compliance and effectiveness of Risk Management policies including H&S issues	Board	Audit and Finance as part of Risk Management remit	Local reporting of compliance concerns and incidents	LGB HT
SEND	High level monitoring of SEND	Board	Standards and Performance	Develop SEND policy and Action Plan relevant to school and ensuring compliance	HT LGB
	Ensuring training and legal compliance issues	Board	Standards and Performance	Training organised at local level	HT LGB
	Monitor implementation of policies and practice across the Trust	Board CEO	Standards and Performance	Monitor school compliance with policies plan	HT LGB
External - Ofsted	High level responsibility for reporting and subsequent action plans	Board CEO	Standards and Performance	Manage external reviews and subsequent action plans	HT LGB