



ETHOS & COMMUNITY COMMITTEE TERMS OF REFERENCE

Purpose

The purpose of forming an Ethos & Community Committee is to ensure that the distinctiveness and effectiveness of a church school is maintained and enhanced. To also have oversight of RE curriculum and Collective Worship. The committee will also be responsible for monitoring the work of all schools in promoting and fostering good relationships with parents/carers and the local community.

Suggested membership

One of the Diocesan Trustees (Church School Representation) will be on the committee along with one Representative from each of the other schools. The group may on occasions co-opt other members of the school community such as pupils, church members, or other members of staff.

Terms of Reference

- (a) To preserve, protect and develop the Church School's Christian ethos and ensure that this informs, permeates and impacts upon all aspects of school life.
- (b) To keep under review the Statutory Inspection of Anglican & Methodist Schools (SIAMS) self-evaluation toolkit.
- (c) To monitor the impact of provision under the 4 key questions of the SIAMS toolkit (eg, questionnaires, interviews, RE subject leader reports, lesson observation feedback).
- (d) To monitor the impact of Spiritual, Moral, Social and Cultural development in the schools.
- (e) To address any developmental issues from the previous SIAMS Inspection.
- (f) To ensure effective partnership between the academy, the church and the wider community including parents.
- (g) To ensure the active promotion of the fundamental British values of democracy, rules of law, individual liberty, mutual respect and tolerance of all with different faiths and beliefs.



- (h) To monitor, in line with policy review cycle for each school, policies for Religious Education and Collective Worship and Spiritual, Moral, Social and Cultural development and advise on the implementation of these policies (eg, RE syllabus, planning of school worship etc).
- (i) To ensure in Church Schools leaders focus on and use Christian Values to promote a distinctive Christian vision.
- (j) To report to the Trustees the Committee's recommendations.

These terms of reference agreed by the Trustees	21/11/17
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Committee Membership
Julia Dean (Norton Juxta Kempsey – Diocesan Rep)
Sarah Bitcon (Cherry Orchard)
Martin Allen (Inkberrow First School)
Zoe Budding (Pershore High School representative)
Clive Corbett (EO)
Judy Wood (Co-Opted Director)

Quorum	3
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Date of next review	July 2018
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FINANCE & AUDIT COMMITTEE TERMS OF REFERENCE

Finance

- 1 To establish and maintain a three year financial plan.
- 2 In consultation with the Executive Officer and the Chief Financial Officer, produce the consolidated budget plan of the financial year for approval at the Full Trustees' Meeting in the summer term of each year.
- 3 To review an up to date budget position statement termly and to report significant anomalies from the anticipated position to the Board of Trustees.
- 4 To ensure that the MAT operates within the Financial Regulations of the ESFA and the MAT's own financial procedures.
- 5 To monitor expenditure of all voluntary funds with the MAT.
- 6 Charges and remissions policies and expenses policies would be reviewed every three years.
- 7 To make decisions in respect of centralised service agreements.
- 8 To make decisions on expenditure relating to the whole of the MAT.
- 9 To agree expenditure above the appropriate levels as stated in the MAT's Finance Policy.
- 10 To prepare financial statements for inclusion on the website.
- 11 To determine whether sufficient funds are available for pay increments to centralised staff.

Audit

1. To review the Trust's internal and external financial statements and reports to ensure that they reflect best practice.
2. To review the external auditor's reports, including the annual Report to Management and other reports on the Trust's accounts, to ensure that best practice is being applied and value for money is being achieved.
3. To ensure that any recommendations made by the auditors are implemented in a timely fashion.
4. To review the effectiveness of the Trust's internal control systems to ensure that the aims, objectives and key performance targets of the school are achieved in the most economic, effective and environmentally preferable manner.



5. To review the Responsible Officer reports and ensure that recommendations are implemented in a timely manner.
6. To review a Risk Management Assessment on an annual basis.

These terms of reference agreed by the Trustees	21/11/17
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Committee Membership
Heidi Fear (AAT Finance Trustee)
Bob Stanton
Rob Phillips
Phil Hanson
Andrew Longdon
Jeremy Clarke-Morris
Russell Dalton (CFO)
Committee Clerk
Jackie Harris

Quorum	3
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Date of next review	July 2018
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PAY AND PERFORMANCE MANAGEMENT COMMITTEE TERMS OF REFERENCE

To keep under review the staffing structure in consultation with the Executive Officer, Chief Finance Officer and the Finance and Audit Committee.

- To establish a Pay Policy for all categories of staff across the Trust and to be responsible for its administration and review.
- To oversee the appointment procedures for all staff within the guidelines of the scheme of delegation.
- To establish and review a Performance Management policy for all staff across the trust in consultation with the Executive Leadership Team.
- To oversee the process leading to any Trust wide structural reviews.
- To make recommendations on staffing related expenditure to the Finance and Audit Committee.
- To consider appeals against a decision on pay awards and/or terms and conditions.

These terms of reference agreed by the Trustees	15/09/2017
Pay & Performance Management Committee Membership	
Sarah Bitcon	
Heather Thomson	
Ann Derbyshire	
Phil Hanson	
Ian Cumming	
Julia Dean	
Pay & Performance Management Committee Clerk	
Jackie Harris	
Quorum	3
Date of next review	July 2018



EXECUTIVE LEADERSHIP TEAM AND RAISING ACHIEVEMENT BOARD TERMS OF REFERENCE

- Develop and fulfil the Trust's vision, ethos and values;
- Develop, monitor and achieve the Trust's strategic objectives;
- Develop, set and monitor measures for the standard of educational provision in member academies including pupil progress and attainment;
- Plan, implement and monitor effective Trust programmes to raise standards of academy, pupil and staff performance;
- Plan and deliver effective Trust programmes for the professional development of staff in member academies;
- Support, develop and challenge headteachers in their leadership roles;
- Identify and implement opportunities for the Trust and member academies to operate more effectively and efficiently for the benefit of pupils, staff and the wider Trust community;
- Co-ordinate the effective leadership of member academies in the absence of their headteacher;
- Maintain and develop the effective collaborative culture for working with schools within and beyond the Avonreach Academy Trust;
- Engage with, and enhance the profile of the Trust with, key stakeholders, local, national, and international bodies and professionals from a range of sectors;
- Advise and represent the Trust in the appointment of headteachers.
- Form the Raising Achievement group to:
 - Monitor individual school performance and ensure that reports are received by the board;
 - Ensure that good/ innovative practice identified within the MAT group of schools is shared with members of the Executive Leadership Team;
 - Negotiate support and intervention for any school causing concern;
 - Monitor the impact of that support and the effectiveness of the individual school Raising Achievement Plan. Report progress on the plan to the board;
 - Work with individual headteachers on a post- Ofsted Improvement Plan.



These terms of reference agreed by the Trustees on	15/09/2017
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Executive Leadership Team Members
Clive Corbett (EO)
Sarah Bitcon (Head, Cherry Orchard First School)
Heather Thomson (Head, Inkberrow First School)
Julia Dean (Head, Norton Juxta Kempsey First School)
Phil Hanson (Head, Pershore High School)
Raising Achievement Board Members
Clive Corbett (EO)
Sarah Bitcon (Head, Cherry Orchard First School)
Heather Thomson (Head, Inkberrow First School)
Julia Dean (Head, Norton Juxta Kempsey First School)
Phil Hanson (Head, Pershore High School)
Executive Leadership Team and Raising Achievement Board Clerk
Helen Lees

Quorum	3
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Date of next review	July 2018
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