



Excellence in Education • Equipped for Life

Jubilee Primary School Terms of Reference of the Board of Trustees

Purpose of the Board of Trustees

- To help the school set high standards by planning for the school's future and setting targets for school improvements.
- To be a critical friend of the school, in good and bad times, offering the school its support and advice.
- To help the school to be responsive to the needs and aspirations of parents and the local community.

The Board of Trustees endeavours to avoid its time being consumed with issues of secondary importance, and focus strongly on three core functions:

- To ensure clarity of vision, ethos and strategic direction
- To hold the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff
- To oversee the financial performance of the school and make sure its money is well spent

Role of the Board of Trustees

Academies have the legal status of companies and are also charitable trusts. This means trustees have the responsibilities of both company directors and charity trustees. Like all company directors and charity trustees, academy trustees must be autonomous in their decision-making and avoid conflicts of interest.

The role of the Board of Trustees is to:

- Ensure maintenance of the strategic direction, vision and ethos of the school;
- Monitor and challenge the progress of the school in achieving its priorities;
- Recruit and performance manage the Headteacher;
- Exercise employer responsibility;
- Ensure the school meets its statutory responsibilities
- Ensure financial probity;
- Ensure the premises are well managed; and
- Report to the school's stakeholders.

Rationale behind the Board of Trustees

- Jubilee Primary School Articles of Association
- Funding Agreement between the Secretary of State and Jubilee Primary School

- Statutory obligations and duties: as contained in the school's policies and other documents which Jubilee Primary School is legally required to hold (see Statutory policies for schools and academy trusts, DfE January 2020).

Aims and objectives

Trustees are at the heart of how our school operates. It is important that they get things right. How they do their job affects the interests of pupils, staff morale and how the school is seen by parents and others in the community.

This Board of Trustees' aims and objectives are:

- To appoint or dismiss the **Headteacher**.
- To champion the **strategic direction** of the School through the School Development Plan.
- To improve the school and develop its capacity for sustained **improvement** by developing high quality teaching, leadership capacity and high professional standards among all staff.
- To support, challenge and **hold the Headteacher and senior school leaders to account** for all aspects of the school's performance.
- With the advice of the Headteacher, to determine the arrangements for **appointing staff** to the more senior posts within the School Leadership Team, the responsibility for filling other posts having been delegated to the Headteacher.
- Set and monitor annual **performance targets** for the Headteacher to improve teaching, leadership and management, and decide on any increase in his (or her) pay scale. Ensure trustees involved are properly trained.
- To receive **Headteacher reports**.
- To encourage **visits to the school** for fact finding and monitoring purposes; and to review, adopt and monitor a trustees' visit and feedback protocol.
- To demonstrate an ambitious and achievable **vision** for the school and high expectations of all pupils and teachers.
- To ensure that the **school's ethos**, aims and values, as set out in the school's prospectus, are maintained throughout the school and embraced by all staff.
- To ensure that the **school's faith ethos**, aims and values are maintained. To ensure that:
 - all school leaders contribute to sustaining, developing and nurturing the school's Christian ethos;
 - the school develops a corporate life which attempts to glorify God in developing the full human potential of each person and nurturing character and life skills - whether pupil, member of staff, parent or trustee;

- Christian principles are embedded in the policies and day to day life of the school;
 - there is regular monitoring and review of the school's self-evaluation as a faith ethos school, ensuring that self-evaluation contributes to school improvement;
 - the school, through its distinctive Christian character, meets the needs of all learners;
 - collective worship inspires and enhances the spiritual development of pupils and staff of all faiths or none;
 - there is effective partnership between the school, Jubilee Church and the wider community, including parents.
- To evaluate accurately the school's **strengths and weaknesses** and use the findings to build upon strengths and promote improvement.
 - Determine the standards of **conduct** for the entire school community.
 - Monitor the **Equality Policy** to ensure that it is compliant with current legislation and fully implemented within the school.
 - Ensure that the school has a clear **Self-Evaluation** process that is kept up to date in readiness for the next Ofsted inspection.
 - To ensure that **Ofsted's** key inspection criteria are embodied in the life and development of the school; the Board of Trustees is to ensure that governance¹ aspects of these criteria are understood and constantly focused upon.
 - To ensure that the recommendations of any **Ofsted** inspection are carried out within a reasonable timescale.
 - To ensure that all statutory duties are met and approved – principally **policies and procedures** on such matters as safeguarding, recruitment and selection of staff, pay, performance management, discipline, capability, grievance, dismissal, health and safety (including risk assessment). Most policies and procedures are reviewed annually in accordance with the policy review programme and their implementation monitored regularly.
 - To ensure **solvency and probity** and that the financial resources made available to the school are managed effectively.
 - To establish the **financial limits of delegated authority** to enter into commitments and to authorise payments
 - To consider and agree the **annual budget plan** and Best Value statement.

¹ Governance is the process of making decisions which define the expectations, direction, and management systems of an organisation to ensure its effective operation in order to achieve its purpose.

- To ensure the delivery of a broad and balanced **curriculum** in line with the National Curriculum.
- Set **pupil performance targets** and monitor performance and development using current data reporting processes and comparing performance across groups within the school and benchmark against other schools and national trends.
- To monitor and review pupil staff and trustee **attendance**.
- To control the **use of the school premises** during and outside the school day and determine charges for use by external groups.
- To decide to offer additional activities under **extended schools provision** - or to cease provision.
- To **engage with key stakeholders** (parents, the community and appointed representatives of the community) to the benefit of pupils, including keeping them regularly informed of the school's progress on carrying out the recommendations of any Ofsted inspection and the results of Key Stage tests and valuing and responding to their opinions received from sources including questionnaires. Success should be celebrated. Areas of weakness will be addressed and not be hidden from the parents.
- To monitor **complaints**.
- To **elect the Chair** and Vice-Chair.
- To **appoint or remove the Clerk** to the Board of Trustees.
- Hold at least **three meetings a year** excluding the business meeting.
- **Review annually** any delegation of functions. Agree committee composition including remits, and establish selection panels for Headteacher and Deputy/Assistant Headteacher recruitment. To provide trustees for appeals, dismissals and exclusions committees and ensure relevant training is undertaken.
- To **delegate** items to the appropriate committees and to designate individual trustees with specific functions and responsibilities. To appoint link or designated trustees, for example performance management, child protection and complaints, health & safety, pupil premium, finance, trustee training, curriculum and improvement, and admissions
- To conduct themselves with integrity in accordance with the **seven principles of public life** (Appendix 1); **and good governance for public services** (Appendix 2).
- To establish the trustees' **register of business interests** and oversee its maintenance
- The Board of Trustees will publish an **annual governance statement** to explain how it has fulfilled its responsibilities - particularly in relation to its core functions, including:

- the governance arrangements that are in place, including the remit of any committees;
 - the attendance record of individual trustees at board and committee meetings; and
 - an assessment of the effectiveness and impact of the board and any committees with details of any particular challenges that have arisen.
- To arrange for **parent trustees** to be elected by qualifying parents.

Membership of the Board of Trustees

The Board of Trustees of Jubilee Primary School will have no upper limit to the number of trustees on it but will generally comprise:

7 Trustees appointed by the Members

1 Staff Trustee² (teaching staff)

1 Staff Trustee³ (non-teaching staff)

2 Parent Trustees

1 Community Trustee⁴

Other Trustees co-opted by non co-opted Trustees

Plus the Headteacher (ex officio Trustee)

Chair and Vice-Chair of the Board of Trustees

The Chair and Vice-Chair of the Board of Trustees shall be elected each year at the Board of Trustees' business and planning meeting in September.

Clerk to the Board of Trustees

A suitably qualified Clerk to the Board of Trustees shall be appointed by the Board of Trustees to provide professional clerking services to the Board of Trustees and its committees.

Trustees' terms of office

- Trustees (with the exception of the Headteacher) hold their post for a four-year term.
- Trustee eligibility, forthcoming post ending dates, current vacancies and other relevant details are reviewed annually by the Board of Trustees at its September business meeting.
- The appointment to the Clerk post is reviewed and agreed annually at the Board of Trustees' business and planning meeting in September.

Code of Conduct and Register of Business Interests

The Board of Trustees has agreed a Code of Conduct which sets down trustees' commitment, behaviour and ethos in the discharge of their duties and responsibilities. Each trustee and the Headteacher considers this Code of Conduct

² The Members may appoint Staff Trustees through such process as they may determine. Article 50A.

³ See note 2.

⁴ Co-opted under Article 59.

annually, signs a copy and declares their intention to uphold the code at the Board of Trustees' September business meeting.

The Board of Trustees will ensure that the Register of Business Interests comprising individual trustees' (and members') declaration forms is kept up to date, complete and includes all trustees and members. Dated nil returns are also required. There should be notification of changes from trustees, as appropriate, and through an annual review of entries carried out at the Board of Trustees' September business meeting. The register will also be signed off annually by the Chair of Trustees. The completed register is retained by the Clerk and made available on request to members of the Board of Trustees, the Headteacher, staff, parents, the external auditor and the Secretary of State.

Meetings

The Board of Trustees will meet a minimum of three times a year.

An agenda will be circulated to all members not less than five working days prior to the meeting.

A quorum will be not less than three trustees and must include the Chair or Vice-Chair of the Board of Trustees.

The meetings will be managed by the Chair or Vice-Chair and minutes of the meeting recorded. Apologies for non-attendance to meetings must be sent to the Clerk to the Board of Trustees.

The Board of Trustees will receive summary reports from the chairs of any current delegated committees (committee minutes and relevant papers having been circulated with the FGB meeting agenda) along with any recommendations for action by the Board.

Delegation of responsibilities

The Board of Trustees will delegate most of its functions to committees or individuals. However it chooses to exercise its functions, the Board of Trustees always acts as a 'body corporate' and remains accountable at Board of Trustees level in law, to the Secretary of State and to stakeholders and the local community for the performance of all its duties and functions. This is why committees and individuals report back to the full Board of Trustees on any activities they have carried out on its behalf.

The Board of Trustees will develop and maintain a scheme of delegation to define explicitly at which level each of its functions will be exercised – at full Board of Trustees level, by a committee, or by a named individual. This will help everyone to understand the division of responsibilities.

Responsibilities that cannot be delegated and must be retained by the Board of Trustees:

1. Review and document approval of all **delegation arrangements** annually.
2. Review of the **committee structure** annually.
3. Review of the purpose and delegated authority of **Working Parties** annually.
4. Annual appointment of **Designated Trustees** for the following (inter alia):
 - Curriculum design, coverage, appropriateness
 - Curriculum delivery, teaching, assessment
 - Attainment and progress including SEN and Pupil Premium
 - EYFS
 - Attitudes to learning
 - Behaviours, exclusions, bullying
 - Inclusion
 - Attendance
 - SMSC, British values, citizenship, equality and diversity
 - Faith ethos
 - Distinctives including sports & the arts
 - Character and leadership development
 - Vision and ethos
 - Governance including governor training
 - Safeguarding
 - HT Performance
 - Admissions
 - Health and safety
 - Capital asset management and maintenance
 - Financial systems and controls
 - Risk management including fraud risk
 - Branding
 - Public relations, communications
 - Website
 - Community engagement
 - Stakeholder surveys
 - Staff development
 - Staff workload and wellbeing
 - Recruitment
 - Salary progression and performance pay
 - Staff retention including exit interviews

It is the trustees' responsibility to *monitor* the specialist areas that they are designated, not necessarily to be experts in the field. They help to inform the rest of the Board of Trustees.

5. Monitoring the **strategic direction** of the school.

6. Set the school's **vision, mission, values, ethos & priorities** in line with the strategy.
7. Determine the standards of **conduct** for the entire school community.
8. Contribute to, approve and review the school's **Self Evaluation Form (SEF)**.
9. Approve & review the **School Development Plan (SDP)**.
10. Approve the **Schedule of Policies and review matrix** which set out the delegation of policy approval.
11. Monitor **admissions**⁵, admission appeals and pupil number trends.
12. Monitor the **Equality** Policy to ensure that it is compliant with current legislation and fully implemented within the school.
13. The Board of Trustees also has responsibilities towards its own members:
 - Provide **induction** for new trustees
 - Ensure provision of **CPD** to trustees by organizing support and training
 - Facilitate **trustees' visits** to school
 - Undertake an annual **Governance Self Evaluation or Skills Audit**
 - **Advertise** parent trustee vacancies to parents
 - **Appoint** Community & Partnership Trustees as vacancies arise.

Committee structure

The Board of Trustees functions will be delegated to the following committee:

- Finance Committee
- Admissions Committee
- Headteacher Performance Review Panel

The remit of the **Finance Committee** is to fulfil the requirements of the Academy Trust Handbook encompassing the independent assurance of financial systems and operational controls, providing scrutiny, reviewing the risks to internal financial control, preparing the governance statement and providing assurance to external auditors. Where required, the Finance Committee shall act as a pay committee and be responsible for risk and internal scrutiny.

The committee's work focuses on providing assurances to the Board of Trustees that risks are being adequately identified and managed by:

- reviewing the risks to internal financial control at the trust
- agreeing a programme of work to address, and provide assurance on, those risks

⁵ The Trust is the admissions authority. Admissions decisions will be made by the admissions committee comprised of both staff and trustees.

The committee shall prepare minutes of all meetings detailing decisions taken and significant matters arising and table these before the next full Board of Trustees meeting so that the full Board of Trustees can endorse the decisions and note the matters arising.

Although the Board of Trustees is responsible for the performance management process in the school, it is not the role of the Board of Trustees to monitor the work of individual teachers. This is the task of the headteacher, or other appropriate senior/line managers, and trustees may not see the performance reviews of individual teachers. It is only the headteacher's performance that trustees directly review and this is carried out on their behalf by the **Headteacher Performance Review Panel**. The review panel will report the process and outcomes of the review each year to the full Board of Trustees.

The Board of Trustees itself has only two main performance management tasks to undertake. These are:

1. To establish the performance management policy in the school; and
2. To review the performance of the headteacher.

Version control			
Version	Author	Date	Changes
2.0	Bryan Fitzgerald	September 2019	
2.1	Bryan Fitzgerald	September 2020	Minor amendments
3.0	Bryan Fitzgerald	September 2020	Approved
3.1	Bryan Fitzgerald	August 2021	Role of the board of trustees revised (p1) Board membership (p5) admissions (p8) finance committee (p8) minor changes
4.0	Bryan Fitzgerald	November 2021	Approved

Document control

Document control	
Version 4.0	Author: Bryan Fitzgerald
Approved by: Board of Trustees	
Date approved: 17 November 2021	Date of next review: September 2022

This document will be reviewed by the Board of Trustees annually.

Appendix 1 The Seven Principles of Public Life (Nolan Committee)

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Appendix 2 Good governance for public services

The Good Governance Standard for Public Services report (produced by an Independent Commission so led by the Office for Public Management (OPM) and the Chartered Institute of Public Finance & Accountancy (CIPFA) in 2004) sets out six core principles of good governance, stating that good governance means:

1. Focusing on the organisation's **purpose and outcomes** for citizens & service users
 - 1.1. Being clear about the organisations purpose and its intended outcomes for citizens and service users
 - 1.2. Making sure that users receive a high-quality service
 - 1.3. Making sure that taxpayers receive value for money
2. Performing effectively in clearly **defined functions and roles**
 - 2.1. Being clear about the functions of the Board of Trustees
 - 2.2. Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out
 - 2.3. Being clear about relationships between trustees and the public
3. Promoting **values** for the whole organisation and demonstrating the values of good governance through behaviour
 - 3.1. Putting organisational values into practice
 - 3.2. Individual trustees behaving in ways that uphold and exemplify effective governance
4. Taking informed, transparent **decisions and managing risk**
 - 4.1. Being rigorous and transparent about how decisions are taken
 - 4.2. Having and using good quality information, advice and support
 - 4.3. Making sure that an effective risk management system is in operation
5. Developing the **capacity and capability** of the Board of Trustees to be effective
 - 5.1. Making sure that appointed and elected trustees have the skills, knowledge and experience they need to perform well
 - 5.2. Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
 - 5.3. Striking a balance, in the membership of the Board of Trustees, between continuity and renewal
6. Engaging stakeholders and making **accountability** real
 - 6.1. Understanding formal and informal accountability relationships
 - 6.2. Taking an active and planned approach to dialogue with and accountability to the public
 - 6.3. Taking an active and planned approach to responsibility to staff
 - 6.4. Engaging effectively with institutional stakeholders