Flying High Partnership

Trustees Terms of Reference

Approved: 14 December 2023

Review date: 12 December 2024

Introduction:

As a Trust and company limited by guarantee, Flying High is governed by a board of trustees (the Board) who have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies maintained by the Trust.

In order to support the effective operation of the partnership, the Board has established a number of committees to which it has delegated certain of its powers and functions. These terms of reference set out the constitution, membership and proceedings of the committees the Board has established in line with the scheme of delegation.

The Board has established the following committee:

- **Finance, People and Resources Committee (FPR)**
- **Pupils, Standards and School Improvement Committee (PSSD)**
- **Futures Committee**
- **Audit and Risk Committee**
- **Local Hub Boards (LHB)**
- **Local Governing Bodies (LGB)** which are established by the Board to support the effective operation of the Academies,

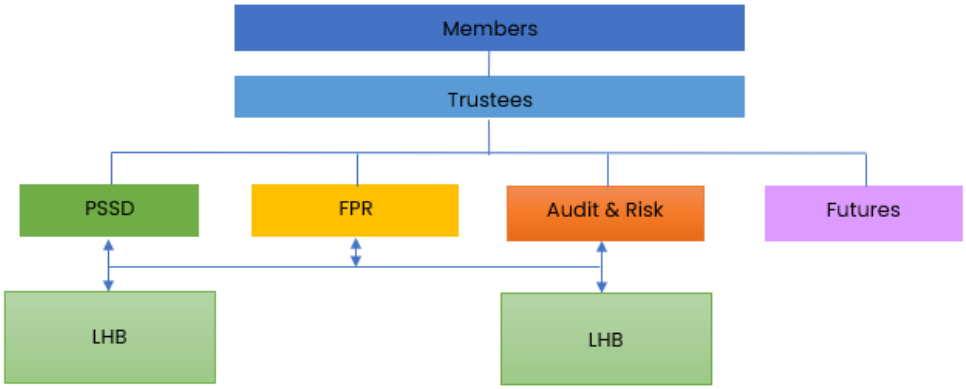
The Board will review these Terms of References together with the membership of the Committees at least once every twelve months.

These Terms of Reference may only be amended by the Board. The functions, duties and proceedings of Committees set out in these Terms of Reference shall also be subject to any regulations made by the Board from time to time.

Date last approved by the Board: **[14 September 2023]**

Date for next review: **[12 December 2024]**

Structure:



FPR	Finance, People and Resources
LHB	Local Hub Board
PSSD	Pupils, Standards and Strategic Development

1 Membership – Board Committees

1.1 Each Board Committee shall have a minimum of three members and maximum of six members. A majority of Board Committee members must be trustees of the Trust.

1.2 The Board will appoint and remove all Committee members.

1.3 The Board will ensure that Board Committee members have the necessary skills, background, and experience to properly fulfil the relevant Board Committee functions.

1.4 The current Board Committee members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 2.

1.5 The Trustees recognise the overriding principles of the Academy Trust Handbook published by the ESFA (the AFH) and that the FPR Committee and Audit and Risk Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. Employees may be members of the FPR Committee but shall not participate as members of the Audit and Risk Committee when audit matters are discussed but may remain in attendance to provide information.

1.6 FPR Committee, Audit and Risk Committee and the PSSD Committee are established and appointed by the Board of Trustees. The Board will delegate specific powers and tasks to these committees, reporting back to the Board of Trustees. The Committees will meet at least once per term, as frequently and often as is necessary to complete the required tasks. A Trustee (a member of the Board of Trustees) will chair each Committee. Other external expertise may be co-opted on to the committees where specialist advice is needed.

2 Membership – Local Hub Boards

2.1 The composition of the LHB will be determined as below:

- The LHB will be organised to reflect the North/South geographic hub groups.
- The LHB remit will focus on the performance of the schools within its own hub.
- The LGB's of all the schools in each hub will be represented on the LHB (usually by their chairs or vice chairs) provided that the LGB and the Board of Trustees, taking account of the Trust's risk assessment of each school, feel that it has the capacity to participate in and make a contribution to the LHB.
- The LHB's are sub-committees of the Board of Trustees' PSSD Committee.
- The LHB will be supported by the senior leaders from the Central Team of the Trust, reflective of subject matter and agenda.

3 Membership – Local Governing Bodies

3.1 Each LGB operating in respect of one Academy shall, unless the Board resolve otherwise, have a minimum of five members and a maximum of nine members.

3.2 The membership of each LGB shall be a matter for the Headteacher, Chair of Governors and senior leadership of the Trust, but minimum requirements shall be (unless the Board resolve otherwise):

- Chair of Governors
- Vice Chair of Governors
- Two Parent Governors - elected.
- Staff Governor
- Head Teacher - ex officio.
- Appointed Governors- where appropriate.

3.3 The LGB shall:

3.3.1 make all necessary arrangements for, and determine all other matters relating to, an election of parent LGB members, including any question of whether a person is a parent of a registered pupil at an academy. Any election of a parent member which is contested shall be held by secret ballot.

3.3.2 make all necessary arrangements for, and determine all matters relating to, the election of staff LGB members.

3.4 The term of office for any LGB member shall be four years, this time limit shall not apply to the headteachers. Subject to remaining eligible, any member may put themselves forward for re-appointment or re-election (as the case may be).

4 Chairs of Committees

4.1 The term **Chair** refers to the person appointed under this paragraph as chair of the relevant Board Committee, LHB or LGB (as appropriate).

4.2 Subject to paragraph 4.3, each Board Committee shall at the first meeting of each academic year elect a member to act as chair of the committee and also the chairs and vice-chairs of the LHB. The committee will elect a temporary replacement from among the members present at any meeting where the Chair is absent.

4.3 No person may act as Chair of a Board Committee or a LHB under paragraph 4.1 unless they are also a Trustee.

4.4 Subject to paragraph 4.5:

4.4.1 the LGB Members shall at the first meeting of each academic year appoint LGB Members to act as Chair and Vice-Chair of the LGB.

4.4.2 the LGB Members will elect a temporary replacement from among the members present at the meeting in the absence of the Chair and Vice-Chair.

4.5 No person may act as Chair of the Board, its committees, LHB and LGB if they are an employee of the Trust.

5 Authority, remit and responsibilities of the Committees

5.1 Each Committee shall be responsible for the matters as set out in Appendices 3-6.

5.2 Each Committee is authorised by the Board to:

5.2.1 carry on any activity authorised by these Terms of Reference; and

5.2.2 seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.

5.3 LGBs may establish appropriate sub-committees or working groups to support the effective fulfilment of their delegated responsibilities and must inform the Board when establishing new committees.

6 Proceedings of Committee meetings

6.1 The Committees will meet as often as is necessary to fulfil their responsibilities but at least three times a year.

6.2 Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.

6.3 The quorum for the transaction of the business of a Board Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees.

6.4 The quorum for the transaction of the business of LGB shall be three LGB Members provided that no more than one third of those present are employees of the academy.

6.5 The Accounting Officer shall ensure that the Company Secretary is provided to record key actions for the Local Hub Boards and take minutes at meetings of the Board Committees.

6.6 The relevant headteacher shall ensure that a clerk is provided to take minutes at meetings of the LGBs.

6.7 Every matter to be decided at a meeting of a Committee must be determined by a majority of the votes of the members present and voting on the matter.

6.8 Each Committee member present in person shall be entitled to one vote.

6.9 Where there is an equal division of votes the Chair shall have a casting vote.

6.10 A register of attendance shall be kept for each Committee meeting and published annually.

6.11 Committees may invite attendance at meetings from persons who are not Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

6.12 References in paragraph 7 to the "Chair" shall in the absence of the Chair be deemed to be references to the chair of the relevant Committee meeting.

7 Conduct of Committee members

7.1 All Committee members shall provide confirmation in writing that they will observe at all times the provisions of the Trust's code of conduct for Trustees/Governors.

8 Members' Interests

8.1 Committee members are required to declare any business or other interests in any item being discussed at a meeting.

8.2 Each Committee member, if present at a Committee meeting, must disclose their interest, withdraw from the meeting and not vote on a matter if:

8.2.1 there may be a conflict between their interests and the interests of any of the Academies or the Trust.

8.2.2 there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required (In the event that there is any dispute about whether there is reasonable doubt around impartiality, the matter shall be brought to the attention of the Chair of the Board – or Vice Chair where it is the Chair's impartiality in question – and his/her decision on the matter shall be final.); or

8.2.3 they have a personal interest (this is where they and/or a close relative will be directly affected by the decision of the Committee in relation to that matter) in a matter.

9 Disqualification & Removal of Committee Members

9.1 A person shall be ineligible for appointment to a Committee and, if already appointed, shall immediately cease to be a member if the relevant individual:

9.1.1 is or becomes disqualified from holding office under the Trust's Articles of Association.

9.1.2 is or becomes disqualified from holding office as a governor of a school or academy.

9.1.3 is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people.

9.1.4 is barred from any regulated activity relating to children.

9.1.5 is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced.

9.1.6 is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974).

9.1.7 has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a Committee member.

9.1.8 refuses to or fails within a reasonable time period to provide the relevant information for, an application being made to the Disclosure and Barring Services (DBS) for a criminal record check.

9.1.9 commits a serious breach of the Trust's code of governance or any standing order or protocol implemented by the Board.

9.1.10 in the case of a LGB Member, is absent without the permission of the LGB Members from all their meetings held within a period of six months and the LGB Members resolve that his/her office be vacated.

9.1.11 resigns his/her office by notice in writing to the relevant Chair.

9.1.12 in the case of a headteacher, they cease to be the headteacher.

9.1.13 in the case of a LGB Member, their term of office expires, and they are not re-appointed.

9.1.14 in the case of a LHB member, they cease to be a member of their LGB, or they are replaced by their LGB as the LGB representative on the LHB.

9.2 The Trustees shall have the right at their sole discretion to remove or suspend (on such terms as they see fit) any LGB Member by written notice to the relevant Chair.

10 Reporting Procedures

10.1 Within 15 working days of each meeting each Committee will:

10.1.1 produce and agree minutes of its meetings;

10.1.2 Provide a summary at the end of the minutes produced including (i) actions, (ii) decisions made, (iii) items for information or recommendations to the Board (iv) items for further discussion by the Board, together with the **Committee Reports.**

10.2 The Committee Reports can be agreed by Committee members by email.

10.3 The Committee Reports will be sent to the Board within 28 days of each Committee meeting and stored on a Microsoft teams shared drive.

10.4 Committees shall arrange for the production and delivery of such other reports or updates as requested by the Board from time to time.

10.5 Each Committee shall conduct an annual review in the Term 3 meeting. This will review its work and the powers and functions delegated to it under these Terms of Reference and shall report the outcome and make recommendations to the Board.

Appendix 1

Members Meeting:

The role of the members is to have oversight of the performance and development of the Board of Trustees.

Membership:

Name	Role	Date of appointment
Neil Robinson	Chair of Members	21st May 2012
Gill Richards	Member	18th July 2022
Peter Smith	Member	20th May 2019
Julie Thain	Member	20th May 2019
Chris Wheatley	CEO	21st May 2012
Zoe Mallett	Company Secretary	3rd April 2023

Scheme of delegation:

Focus area/action	Evidence base
Appointment and removal of Trustees – ensuring Trustees have the skills to run the trust.	Minutes

Structure of meeting:

- Meetings to take place for 1 hour.
- The meeting is to include the following core items;
    - Overview of the development of the partnership.
    - Approval of annual accounts.
    - Approval to changes to the board of Trustees, including the following;
        - Newly appointed Trustees
        - Trustee resignations
        - Approval of the Chair of the Board of Trustees
        - Approval of Chairs of Committees
- Papers will not be circulated ahead of the meeting.
- Slides will be prepared to present the overview of development.

Appendix 2

Full Board of Trustees:

The Board of trustees (the Board) have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies maintained by the Trust.

The three core functions of the Board of Trustees are:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing and ensuring effective financial performance.

To support the effective operation of the Trust and the Academies, the Board has established Committees to which it has delegated certain of its powers and functions.

The remit of the Board of Trustees is:

- Oversight of Committees, to inform key decision making.
- Development of the character, mission & ethos of the Partnership.
- Setting the strategic business plan for the partnership.
- Agree and hold to account clear improvement priorities, which supports the development of the partnership.
- Determining the growth of the Partnership.
- Identification and monitoring Trust improvement priorities and planning.
- Annual approval of central budget and partnership core offer.
- Annual approval of individual academy budgets.
- Headteacher and Senior Leader recruitment and development across individual academies.
- Oversight of strategic central team development, safeguarding, recruitment and performance.
- CEO recruitment, performance and pay awards.
- Evaluate and challenge the performance of individual academy LGB and intervene where appropriate.
- Ensure the Board of Trustees has the appropriate membership and skill set to function effectively.
- Agree and approve any changes to leadership structures within individual academies.

Members:

Name	Role	Date of appointment
Neil Robinson	Chair of Trustees	21st May 2012
Jason Beaumont	Vice chair of Trustees	1st April 2015
Anne Cruickshank	Trustee	1st January 2023
Amba Griffin- Booth	Trustee	1st January 2023
Richard Smith	Trustee	1st February 2021
Stuart Holt	Trustee	20th May 2019

David Watson	Trustee	
Chris Wheatley	Trustee	21st May 2012
Kate Mckenna	Associate Trustee	N/A
Paul Goodman	Deputy CEO	N/A
Claire Stirland	Director of Education	N/A
Zoe Maxey	Director of Business and Finance	N/A
Zoe Mallett	Company Secretary	3rd April 2023

Structure of the meeting:

- Meeting to take place for 3 hours, face to face.
- CEO report will be distributed to Trustees 7 days ahead of the meeting and will act as the key evidence base addressing all relevant areas set out in the scheme of delegation.
- Meeting to include the following core items.
    - Feedback (including attendance) from Committees to include LHB, PSSD, FPR, Audit and Risk and Futures.
    - Termly Safeguarding of Central Team audit feedback
    - Review restructures of leadership within schools (if applicable)
    - CEO report
    - Financials for approval
    - Policies for approval

Focus areas from scheme of delegation:

Focus area/action	Evidence base
Strategic objectives and determining the growth of the Partnership	CEO Report Partnership Improvement Priorities
Developments of the character, mission & ethos of the Partnership	CEO Report
Review and challenge progress of the Partnership against its strategic objectives and KPIs	CEO Report Partnership Improvement Priorities
Review and challenge the operation of the Partnership and schools against the agreed character, mission and ethos	CEO Report
Setting targets and reviewing the performance of the Partnership	CEO Report Partnership Improvement Priorities
Exclusions - permanent	LHB Dashboard CEO Report
Recruitment of Trust central team	CEO Report
Appointment of headteacher	CEO Report
Appointment of senior leaders	CEO Report
Performance management of the CEO	CEO performance management.
Safeguarding of central team staff	Termly audit feedback to BOT by AC

Dismissal of central team staff	Trustees will be involved in panels when they occur
Register of interest – Trust	
Risk register – Trust	Risk Register CEO Report
Removal of members of the LGB	
Management and effectiveness of local governing bodies	CEO Report for Summer term LHB Dashboard- governor self-evaluation audits
Training for Trustees	

Appendix 3

Pupils, Standards and School Improvement Committee:

The powers and functions delegated by the Board to the Pupils, Standards and School Improvement Committee are as set out below.

The remit for this committee is to:

- Review standards achieved by pupils across the Partnership and ensure that the resources are being deployed effectively to secure improvements.
- Review individual performance of each academy within the Trust, and ensure resource are being deployed effectively to secure improvements.
- Receive regular feedback on the strategies and provision for vulnerable groups across the Partnership, especially those with special educational needs, and the use and impact of the pupil premium.
- Review the quality of teaching and learning across the Partnership and ensure the effectiveness and impact of teaching, and for the measures taken to improve teaching where it falls below the expected standards.
- Support the development of the curriculum, ensuring that it is in line with the vision of the Partnership.
- Consider issues relating to the pupil well-being across the Partnership, including behaviour, attendance, and exclusions.
- Identification and monitoring of Education department priorities and planning.

Membership:

Name	Role
Neil Robinson	Chair
Richard Smith	Trustee
Anne Cruickshank	Trustee
Kate Mckenna	Associate Trustee
Chris Wheatley	Trustee
Claire Stirland	Director of Education
Zoe Mallett	Company Secretary

Structure of meeting:

- Meeting to take place for 2 hours online or in person.
- Relevant members of the Education leadership team will be in attendance at the meeting.
- Trust on a page (TOAP) and LHB Education Dashboard to be distributed to Trustees 10 days ahead of the meeting.
- Trustees to review the TOAP and LHB Education Dashboard and raise any questions by the 3 days ahead of each meeting.
- Meeting to include the following core items:
    - Priority schools- spotlight on priority schools providing an overview of current risks and resources to support improvement.
    - Curriculum development- only where significant changes have been made.

- Education department priorities- executive summary of priorities identified and progress to date.
- Focused discussion based on the TOAP, this is to be based on any questions raised by the board of Trustees.

Focus areas from scheme of delegation:

Focus area/action	Evidence base
School improvement plan – for each school in line with the strategic priorities of the Trust and the improvement priorities for each school	Department plan- update
Setting targets and reviewing the performance of each school	LHB Dashboard
Quality of teaching – ensuring appropriate levels of support, challenge, and intervention to support delivery of education outcomes	LHB Dashboard TOAP
Attainment and progress of pupils inc. SEND, pupil premium, etc.	LHB Dashboard TOAP
Develop a high quality, broad and balanced curriculum	PSSD Slides
Attendance – setting targets and reviewing attendance performance	LHB Dashboard
Behaviour – effectiveness of behaviour	LHB Dashboard TOAP
Exclusions- fixed term	LHB Dashboard

Appendix 4

Finance, People and Resources Committee:

The powers and functions delegated by the Board to the Finance, People and Resources Committee are as set out below.

The remit for this committee is to:

- Ensure that the Trust operates in line with all statuary regulations as set out by the ESFA, company law, charity law, GDPR and employment law.
- Draft the central team budget plan for the financial year and recommend for approval by the Board of Trustees.
- Draft a proposed core offer for recommendation for approval by the Board of Trustees.
- Support effective monitoring of individual academy and central budgets.
- Review the individual performance (risk phase) of each academy regarding the business function and ensure that appropriate resources are direct to enable improvement.
- Identification and monitoring of department priorities across the business function; Finance, Operations and HR.
- Ensure that the partnership operates in line with key performance indicators.
- Monitor and review strategic improvement projects and other major projects above a value of £100k to review progress, delivery, costs and value-for-money.
- Act as an independent scrutinising body for major projects to ensure that they are achieving the design objectives and represent value-for-money.
- Approve allocation of capital funds (SCA), ensuring development plans are in place to support capital investment.
- Draft the annual accounts for the Board of Trustees, to be sent to the Secretary of State and Companies House
- Ensure that a consistent approach to Headteacher and central team performance management is adopted across the Partnership.
- Approval of Head teacher and Strategic Development Group pay awards.
- Review and approve policies related to HR, Operations and Finance.

Membership:

Name	Role
Jason Beaumont	Chair
Amba Griffin-Booth	Trustee
Stuart Hoult	Trustee
Neil Robinson	Trustee
Chris Wheatley	Trustee
Paul Goodman	Deputy CEO
Zoe Maxey	Director of Finance and Business
Zoe Mallett	Company Secretary

Structure of meeting:

- Meeting to take place for 3 hours online.

- Operations Manager and other leaders across the Business function may be invited for appropriate items.
- Executive summaries for each department; Finance, Operations and People to be sent to committee members 7 days ahead of the meeting. Executive summaries to include priority schools, performance against agreed KPIs, and progress in delivering department priorities.
- LHB business dashboard to be sent to Trustees 7 days ahead of the meeting.
- Meeting to include the following core items.
    - Budget monitoring individual academies, central and futures.
    - Finance executive summary.
    - People executive summary
    - Operations executive summary
    - Policies for approval- HR, Finance and Operations
    - Core offer review- spring term.
    - Head teacher and Central team pay awards- annually (autumn term).
    - SCA funding allocation- summer term.

Focus areas from scheme of delegation:

Focus area/action	Evidence base
Regulatory – with all regulations affecting the Trust (including all charity law, company law, GDPR, employment law and health & safety)	
Deployment of school funding within schools	LHB Dashboard Consolidated budget monitoring.
Annual budget setting within KPI parameters- schools	LHB Dashboard Finance Report Consolidated budget monitoring.
Central budget setting and monitoring	Central budget
Maintain an accurate three-year budget forecast within KPI parameters	LHB Dashboard Consolidated budget monitoring.
Recruitment of Trust central team	CEO Report
Determining the leadership structure for each school	(Forms part of restructure process)
Performance management of headteacher	Head Teacher Pay Awards Review
Performance management of Trust staff	SDG Pay Awards Review Anonymised sample from central team of different levels
Headteacher pay – pay progression	Head Teacher Performance Management Pay Awards Review
Repair and maintenance of schools	Operations Report LHB Dashboard- standards audit

Ensuring that the school environment reflects the vision and values of the school and the Trust	LHB Dashboard- standards audit
Review and approval of trust-wide policies	

Appendix 5

Audit and Risk Committee:

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

The remit for this committee is to:

- Agenda and papers reporting on the audits and risk register to be sent to committee members 7 days ahead of the meeting.
- To maintain an oversight of the Trust's financial, governance, risk management and internal control systems.
- Advise the board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, re-tendering, or remuneration. Considerations may include:
  - the auditor's/scrutineer's sector expertise
  - their understanding of the trust and its activities
  - whether the audit process allows issues to be raised on a timely basis at the appropriate level
  - the quality of auditor/scrutineer comments and recommendations in relation to key areas
  - where relevant the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers.
  - the auditor's/scrutineer's use of technology
- Consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.
- Ensure that the Trust operates in line with all statuary regulations regarding health and safety.
- 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 can take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees
- Review the external auditor's plan each year.
- Review the annual report and accounts.
- Review the auditor's findings and actions taken by SDG in response to those findings.
- Take delegated responsibility on behalf of the board of trustees 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 Trust Handbook.
- Agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- Consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken.

- Conduct an annual review of the Partnership risk register and encourage a culture of ongoing risk management.
- Monitoring of safeguarding in individual academies and within the central team.

Membership:

Name	Role
Stuart Hoult	Chair
Jason Beaumont	Trustee
Ann Cruickshank	Trustee
Neil Robinson	Trustee
Chris Wheatley	Trustee
Zoe Maxey	Director of Business and Finance
Grant Worthington	Inclusion Lead
Zoe Mallett	Company Secretary

Structure of meeting:

- Meeting to take place for 1 hour online.
- Deputy CEO to attend spring term meeting.
- Papers to be sent to committee members 7 days ahead of the meeting.
- Meeting to include the following core items.

    - Safeguarding of individual academies and central team.
    - External audit- autumn term (extended meeting- 1.5 hrs)
    - Risk register- spring term.
    - Internal audit- summer term.

Focus areas from scheme of delegation:

Focus area/action	Evidence base
Funding agreement – Trust complies with all obligations including the Academies Financial Handbook	Annual accounts and statements End of year report through LHB Dashboard
Safeguarding	Safeguarding dashboard LHB Dashboard
Safeguarding of school staff	Safeguarding dashboard
Safeguarding of central team staff	Termly audit feedback to full BOT
Risk register – Trust	Risk Register CEO Report
Health and safety in schools	Operations Report LHB Dashboard- compliance audit

Appendix 6

Futures Committee:

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

The remit for this committee is to:

- Monitoring of key externally commission projects, e.g., Teaching School Hub, SCITT, English Hub.
- Support and challenge the professional development of all staff across the partnership.
- Monitoring the impact on key activity on the performance of Flying High Partnership.
- Monitoring of financial performance related to the Futures team.

Structure of meeting:

- Meeting to take place for 2 hours online.
- Papers to be sent to committee members 7 days ahead of the meeting.
- Members of the Futures team to be invited dependent on the agenda and agenda items.

Focus areas from scheme of delegation:

Name	Role
Richard Smith	Chair
Kate McKenna	Associate Trustee
Neil Robinson	Trustee
Chris Wheatley	Trustee
Paul Goodman	Deputy CEO
Sarah Heesom	Teaching School Hub Director
Zoe Mallett	Company Secretary

Appendix 7

Local Hub Board Meetings:

- LHB are established to provide a channel of communication between the central team, Board of Trustees and LGB.
- LHBs are aligned to a geographical location, with a north and south hub currently in place.
- Each LHB will meet once per term with a focus on education, business, and Trust development. Additional meetings may be scheduled as appropriate.
- Each school will be represented by the Chair or Vice Chair. Representation at Governor Hubs is compulsory for all LGB. Where the lead representative is not available an appropriate alternative should be identified.
- Representatives are responsible for ensuring information from LHB is shared in LGB meetings and enables effective decision making.

Structure of meeting:

- Meetings to take place for 2 hours online in autumn and summer term and in person during the spring term.
- CEO or Deputy CEO and Company secretary to be in attendance at all meetings. Representative of Education leadership and Business leadership to be in attendance for relevant items.
- A local hub dashboard will be developed and distributed to governor representatives prior to each meeting.
- Agenda and a question topic for discussion will be populated 7 days prior to the meeting.

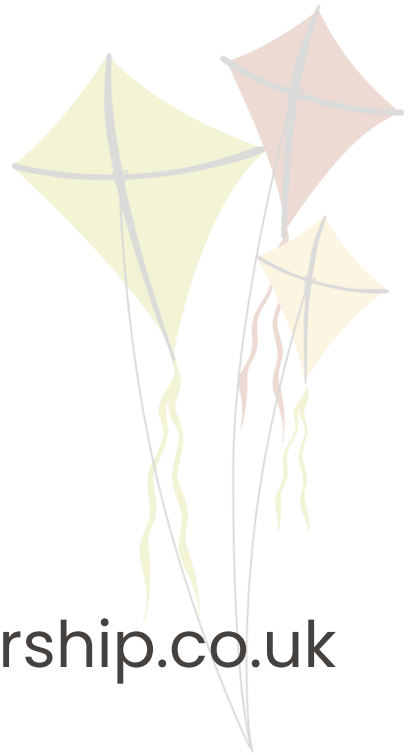
- Meeting to include the following core items:

    - Strategic update- CEO or DCEO highlighting strategic priorities, risk, growth and development.
    - Overview of LHB education dashboard- highlighting any key focus areas.
    - Update on curriculum development- where appropriate.
    - Overview of inclusion- individual academy performance and key updates for governors.
    - Education governor discussion- item for discussion to be determined 3 days ahead of the meeting.
    - Overview of LHB business dashboard for finance, operations and HR- highlighting any focus areas.
    - Business governor discussion- item for discussion to be determined 3 days ahead of the meeting.
    - Training opportunities for governors.

Focus areas from scheme of delegation:

Focus area/action	Evidence base
Set strategic objectives and determine the growth of the Trust	

Setting targets and reviewing the performance of the Trust	
Risk Register- Trust	
Training for governors	
Admissions	Business governor dashboard
Repair and maintenance of schools	Business governor dashboard- standards and compliance audits.
Ensuring that the school environment reflects the vision and values of the school and the Trust	?
Marketing to support admissions	Business governor dashboard
Management and effectiveness of local governing bodies	?
Review and approval of trust-wide policies	?
Funding agreement – Trust complies with all obligations including the Academies Financial Handbook	?
Deployment of school funding within schools	Business governor dashboard
Annual budget setting within KPI parameters	Business governor dashboard
Maintain an accurate three-year budget forecast within KPI parameters	Business governor dashboard
Setting targets and reviewing the performance of each school	Education governor dashboard- risk phase
Quality of teaching – ensuring appropriate levels of support, challenge, and intervention to support delivery of education outcomes	Education governor dashboard
Attainment and progress of pupils inc. SEND, pupil premium, etc	Education governor dashboard Signposting to SOAP
Develop a high quality, broad and balanced curriculum	?
Attendance – setting targets and reviewing attendance performance	Education governor dashboard
Behaviour – effectiveness of behaviour	Education governor dashboard Signpost to school behaviour analysis.
Exclusions - permanent	Education governor dashboard
Exclusions- fixed term	Education governor dashboard
Safeguarding	Education governor dashboard- safeguarding audit



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