

Terms of Reference: Board of Trustees	
1	Overall Purpose
1.1	Ensure clarity of vision, ethos and strategic direction
1.2	Hold executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
1.3	Overseeing and ensuring effective financial performance
1.4	Uphold the Christian distinctiveness of the church schools within the trust
2	Composition
2.1	Membership of the Board is described in the Articles of Association. There are up to 12 Trustees: • Up to 5 Trustees are appointed by Members • 5 Trustees are appointed by The Bath & Wells DBE Trust provided the proportion of DBE appointed Trustees does not exceed 50% • Up to 2 Trustees co-opted by Trustees with the consent of the DBE. • The CEO may agree to be appointed as an ex-officio Trustee by the Members
2.2	The Trustees will undertake an annual skills audit to ensure that board members have the skills and knowledge required to discharge their responsibilities.
2.3	The Chair and Vice-Chair will be elected annually by trustees from amongst their number.
3	Frequency
3.1	Trustees are required by the Articles of Association to meet three times a year. Usually, trustees meet six times a year (once in each school term).
3.2	Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.
4	Quorum
4.1	The quorum is set by the Articles of Association. For general business, a quorum consists of 3 trustees or one third of trustees, whichever is higher. For the removal of a trustee or of the chair, a quorum is two thirds of trustees.
5	Core Functions
5.1	The core functions of the Board of Trustees are described in the TPLT Scheme of Delegation.
6	Review

6.1	These Terms of Reference will be reviewed annually and approved by the board of trustees in advance of the start of each academic/financial year.
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Terms of Reference: Education Committee	
1	Overall Purpose
1.1	To ensure that TPLT schools are providing high quality education delivering the best possible outcomes for students, within the context of the Trust's vision and values.
1.2	To support the Board by providing rigorous scrutiny of the performance of schools, with reference to the Ofsted frameworks and national performance measures as well as internal monitoring processes.
2	Composition
2.1	The Committee will comprise at least two Trustees.
2.2	The Chair will be appointed by the Board from within the committee's membership taking into account the skills and experiences required for the position and the balance of chairing responsibilities within the Trust.
2.3	The committee will be supported by the Director of Primary Schools, Director of Secondary Schools, and other trust leaders as required.
3	Frequency
3.1	The committee will normally meet 6 times a year, scheduled to enable recommendations to be referred to the Board.
3.2	Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.
4	Quorum
4.1	The quorum shall be two Trustees, not including the CEO. Joint meetings may proceed with at least one Trustee from each Trust in attendance, but the quorum for decisions shall be two Trustees from each Trust.
5	Core Functions
5.1	To provide oversight of the educational provision in place the trust's schools, and the strategies being employed across the trust to improve the quality of education and outcomes over time.
5.2	To ensure that a high quality, broad and balanced curriculum is in place, and resources are being used effectively to deliver a curriculum that enables all children to succeed. To ensure that the quality of teaching is monitored and evaluated and resources are being used effectively to achieve continuous improvement in teaching.
5.3	Ensure that highly effective inclusion practice is in place, and resources are being used effectively to enable all children to access education.

Terms of Reference: Ethos Committee	
1	Overall Purpose
1.1	The Ethos Committee ensures that the distinctive Christian vision and values of TPLT are upheld and supported in its Church schools.
1.2	To monitor that such values, and the manner in which they are demonstrated, secure positive evaluation, particularly through SIAMS.
1.3	To advise TPLT on establishing, maintaining and developing a high-quality network and partnership between the Trust, its schools, the diocese, the local parishes, and the wider community.
1.4	To ensure that the Church of England Vision for Education (Deeply Christian, Serving the Common Good) is followed in our schools
1.5	To monitor the spiritual training for staff, trustees and Councillors
1.6	To monitor RE curriculum advice and guidance
1.7	To ensure regular reinforcement of the significance of character education and how it relates to the Trust vision and values.
2	Composition
2.1	The Committee will comprise the Foundation Trustees.
2.2	In appointing the membership the Board will ensure that the committee has the right balance of skills, knowledge and experience overall to fulfil its remit.
2.3	The membership will be subject to a selection process overseen and subject to the approval and annual review of the Board.
2.4	Chairs of Community Councils from the Trust Church Schools may be invited to attend but will not have a vote.
2.4	The chair will be appointed as committee chair by the Board taking into account the required skills and experiences required for the position.
2.5	The committee will be supported by the Director of Primary Schools.
3	Frequency
3.1	The committee will meet at least two times a year.
3.2	Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.
4	Quorum

4.1	The quorum shall be two Trustees
5	Core Functions
5.1	To monitor the effectiveness and impact of partnership between key stakeholders.
5.2	To ensure continued alignment of Trust and Schools visions and values
5.3	To monitor the effectiveness of school to home communication with a focus on how effectively the school communicates its values to the parents and wider community
5.4	To evaluate the effectiveness of links between schools and local parish churches.
5.5	To monitor how the Church schools meet the needs of all learners through its distinctive Christian character.
5.6	To monitor and evaluate the Spiritual, Moral, Social and Cultural aspects of our schools including the provision and impact of collective worship.
5.7	To monitor and evaluate links between TPLT schools and other faith organisations.
5.8	To work collaboratively with the Diocesan Board of Education to support the fulfilment of its core aims and statutory responsibility for church schools.
6	Review
6.1	These Terms of Reference will be reviewed annually and approved by the board of trustees in advance of the start of each academic/financial year.

Terms of Reference: Environment Committee	
1	Overall Purpose
1.1	To provide oversight of the management of the trust's estates & facilities ensuring an appropriate learning environment for pupils and staff
1.2	To provide oversight of the trust's IT strategy
1.3	To ensure that the trust is effectively discharging its accountability for the Health & Safety of pupils, staff and visitors
1.4	To scrutinise capital investment programmes
2	Composition
2.1	The Committee will comprise at least two Trustees.
2.2	The Chair will be appointed by the Board from within the committee's membership taking into account the skills and experiences required for the position and the balance of chairing responsibilities within the Trust.
2.3	The committee will be supported by the Director of Estates & Facilities, the Director of IT, and other trust leaders as required.
3	Frequency
3.1	The committee will normally meet 3 times a year
3.2	Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.
4	Quorum
4.1	The quorum shall be two Trustees, not including the CEO. Joint meetings may proceed with at least one Trustee from each Trust in attendance, but the quorum for decisions shall be two Trustees from each Trust.
5	Core Functions
5.1	In relation to Estates, Facilities, Health & Safety and IT: • set and monitor key performance indicators on behalf of the Board, benchmark internally and externally and directing corrective action where necessary • make recommendations to the Board on compliance with all regulatory reporting requirements
5.2	Estates and Capital Management: • approve the school estates and capital strategy • ensure an efficient and effective facilities management service across the Trust
5.3	Health and Safety: • review the implementation of the Health & Safety Policy
5.4	Information Technology:

	• approve IT strategy and related capital investment
5.5	Sustainability: • ensure sustainability is considered in the Trust's strategies and plans
6	Review
6.1	These Terms of Reference will be reviewed annually and approved by the board of trustees in advance of the start of each academic/financial year.

Terms of Reference: People Committee	
1	Overall Purpose
1.1	The role of the People Committee is to exercise strategic oversight of the Trust's People strategy, policy and practice, to ensure that it is managing its People issues effectively in keeping with good practice, and monitoring how people strategies and plans contribute to the Trust's overall performance.
2	Composition
2.1	The Committee will comprise at least two Trustees.
2.2	The Chair will be appointed by the Board from within the committee's membership taking into account the skills and experiences required for the position and the balance of chairing responsibilities within the Trust
2.3	The committee will be supported by the Director of People, and other trust leaders as required.
3	Frequency
3.1	The committee will normally meet 3 times a year
3.2	Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.
4	Quorum
4.1	The quorum shall be two Trustees, not including the CEO. Joint meetings may proceed with at least one Trustee from each Trust in attendance, but the quorum for decisions shall be two Trustees from each Trust.
5	Core Functions
5.1	To ensure that the Trust has a People Strategy aligned and relevant to the objectives and values of the Trust and its implementation continues to be consistent with stakeholder expectations
5.2	Through the analysis of key people metrics; including sector benchmarking; monitor and evaluate progress and risk in the context of the Trust realising its People objectives
5.3	To receive advice from and support the Director of People on matters of whole trust interest and provide a forum for input and feedback
5.4	To identify People related external developments and sector drivers which are relevant to the trust's success in achieving its aims
5.5	To keep under review arrangements for monitoring staff attitudes and perceptions
5.6	To ensure that the trust gives genuine consideration to equality and diversity in all aspects of people management

5.7	To assume delegated authority (on behalf of the Board of Trustees) for the trust's Pay Policy and its associated procedure and application • Propose any annual pay review to the Board in line with agreed strategy and policy, local and national circumstances and taking professional advice as required. • Ensure the annual Performance Management process is completed for all TPLT teaching and support staff in line with policy • Ensure the Pay Policy is applied consistently across the trust • Ensure that a robust, evidence based process, with a reasonable & defensible reflection of an individual's role and responsibilities is used for executive pay.
6	Review
6.1	These Terms of Reference will be reviewed annually and approved by the board of trustees in advance of the start of each academic/financial year.

Terms of Reference: Finance, Risk & Audit Committee (FRAC)	
1	Overall Purpose
1.1	Finance - To ensure that the Trust's framework of financial planning, management, systems and controls is enabling the proper management of the financial resources. - To ensure financial sustainability over the medium term. - To support the Board in providing an added level of scrutiny in the monitoring of financial performance across the Trust.
1.2	Risk & Audit To maintain an oversight of the Trust's risk management and internal control systems and report its findings to the Trust Board as a critical element of the Trust's reporting requirements
2	Composition
2.1	The Committee will comprise at least two Trustees. Staff employed by the Trust may be invited to attend to provide information and participate in discussions but should not be members of the Committee.
2.2	The Chair will be appointed by the Board from within the committee's membership taking into account the skills and experiences required for the position and the balance of chairing responsibilities within the Trust. The Chair of the Trust Board shall not serve as Chair of the Committee.
2.3	The committee will be supported by the CEO, Director of Finance, and other trust leaders as required.
3	Frequency
3.1	The committee will normally meet 6 times a year to align with regulatory and reporting requirements wherever possible.
3.2	Additional ad hoc meetings may be arranged to deal with identified significant issues or to cope with increased workload.
4	Quorum
4.1	The quorum shall be two Trustees.
5	Core Functions
5.1	Finance For all TPLT financial & procurement processes: - set the policies and standards for delivery and keep under review - set and monitor key performance indicators on behalf of the Board, benchmark internally and externally and directing corrective action where necessary

	• make recommendations to the Board on compliance with all regulatory and financial reporting requirements Budget: • review and recommend to the Board the budget for the coming year and the 3 year forecast • monitor the Trust's financial performance verses the budget and alert the Board to any significant variances • to monitor the balance sheet, working capital, debtors and supplier payment performance • keep under review and approve changes to the Financial Management Framework and change to financial limits in the Scheme of Delegation • monitor cash flow Capital Management: • To review & recommend medium term capital strategy Sustainability: • Ensure financial sustainability is considered in the Trust's strategies and plans
5.4	Risk & Audit Risk Management • Oversee the Trust's Risk Register and, on the advice of the CEO/Accounting Officer conduct a regular review of risks • Provide assurance to the Trust Board that risks are being adequately identified and managed • 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 Academy Trust Handbook Audit • Advise the Trust Board on the appointment, reappointment, dismissal and remuneration of auditors (both external auditors and internal audit); monitor the effectiveness of auditors • review the findings of the external auditors and agree any action plan arising from it • ensure there is coordination between internal audit and external audit and any other review bodies that are relevant • ensure that additional services undertaken by the auditors is compatible with the audit independence and objectivity • consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues; Internal Audit • Agree an annual programme of internal scrutiny with the Trust's internal auditors for checking financial systems, controls, transactions and risks; ensure that the programme of internal scrutiny delivers objective and independent assurance • Advise the Trustees on the adequacy and effectiveness of the Trust's systems of internal control and governance processes, securing economy, efficiency and effectiveness (value for money) • Consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise trust leaders on any additional or alternative steps to be taken Fraud • To review the Trust's policies and procedures for preventing fraud, bribery and corruption, in line with DfE guidelines and checklists

	Culture • Review the arrangements that encourage individuals to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees
6	Review
6.1	These Terms of Reference will be reviewed annually and approved by the board of trustees in advance of the start of each academic/financial year.

Terms of Reference: Community Councils	
1	Overall Purpose
1.1	Community Councils provide a parental and broader community perspective that • Helps the trust stay rooted in our responsibility to our local communities (as distinct from our accountability to central government through the CEO & Trustees) • Provides a community, and in particular a parental perspective, on our schools which trust and school leaders may otherwise not fully consider • Provides a group of trusted people who with training can provide independent judgement in legal processes (eg complaints, staffing & exclusion hearings)
1.2	To deliver this, the Community Council will: • Provide advice to the Trustees about the quality of education of the school in its widest sense • Hold an overview of the effectiveness of the school at a local level on behalf of the Board • Help to ensure that safeguarding and inclusion are effective • Monitor that the academic and well-being needs of learners are being met effectively through the delivery of a broad and balanced curriculum which, through the use of personalised, developmental support helps to maximise each learner's success and enjoyment • Engage with the school and local community to ensure that their views are represented in the school's planning and development • Help to ensure that the Trust and school's values permeate the school • Help to make sure that the celebration of staff, pupils and parents/carers is a priority • Work with staff, pupils and parents to make sure that the school effectively communicates to all stakeholders, so that everyone feels part of school life and has the opportunity to access information and events • Make sure that the pupils can benefit from local opportunities by finding ways to keep the school at the heart of the community and acting as a key link between the two • Act as an independent local point of contact for staff, pupils and parents to express their concerns • Participate in panels as required in accordance with TPLT policies • Help to review the effectiveness of the Trust
1.3	For Church Schools, the Community Council is responsible for upholding the Christian distinctiveness of the school through: • Ensuring the school lives up to its Church foundation and enables pupils and adults to flourish. • Supporting the development of partnership between the school and the Church parish. • Ensure that training and guidance is provided to Councillors, in conjunction with the Diocese.

	• Support the Headteacher in SIAMS inspections.
2	Composition
2.1a	The composition of the Community Council will include: • 6 parents (elected) • 1 staff (elected) • 1 Headteacher (appointed) • 2 community councillors (appointed by TPLT from a pool consisting experienced community leaders, trust leaders, school leaders & trustees to balance skills of elected councillors)
2.1b	For formerly VC Church Schools, the composition of the Community Council will include: • 4 parents (elected) • 1 staff (elected) • 1 Headteacher (appointed) • 2 foundation councillors (appointed by the Diocese of Bath & Wells)
2.1c	For formerly VA Church Schools, the composition of the Community Council will include: • 2 parents (elected) • 1 staff (elected) • 1 Headteacher (appointed) • 5 foundation councillors (appointed by the Diocese of Bath & Wells)
2.2	Each academic year the Board of Trustees will: • appoint the Chair of the Community Council • Satisfy itself that the Community Council has the right balance of skills, knowledge and experience
2.3	All Community Councillors are expected to complete appropriate TPLT training. Foundation Councillors will also be expected to complete appropriate Diocesan training.
3	Frequency
3.1	Each Community Council will normally meet 6 times a year
4	Quorum
4.1	The quorum shall be one half of Councillors
5	Core Functions
5.1	Topics for discussion will be selected by agreement of the Head and Chair from areas below that are pertinent to the school: • How the school is fulfilling the school's vision & values • Educational issues • Inclusion issues

	• Ethos issues • Operational issues • Resource issues • Strategic issues • Community issues • For Church Schools, Christian Distinctiveness
6	Review
6.1	These Terms of Reference will be reviewed annually and approved by the board of trustees in advance of the start of each academic year.