



Terms of Reference

Document Under Review

Abbreviations	3
Definitions	3
1. Catholic Life and School Standards Committee (incorporating pastoral and behaviour)	5
2. Finance and Resources Committee	8
3. Pay Review Committee	11
4. Audit & Risk Committee	12
5. Local Governing Bodies	14
6. Delegation of Responsibilities to the Chief Executive Officer (CEO)	16
7. Delegation of Responsibilities to the Chief Operating Officer (COO)	17
8. Delegation of Responsibilities to the Headteacher or Executive Headteacher (Principal)	17
9. Headteacher and Chair of LGB Forums	18
10. Interim Advisory Boards	19

Abbreviations

CEO	Chief Executive Officer
COO	Chief Operating Officer
DSS	Diocesan Schools Service
ESFA	Education & Skills Funding Agency
HR	Human Resources
H&S	Health and Safety
IAB	Interim Advisory Board
ICT	Information, Communications Technology
ISR	Individual School Range
LGB	Local Governing Body
MAT	Multi-Academy Trust
NPCAT	Nicholas Postgate Catholic Academy Trust
SEN	Special Educational Needs
SSO	School Standards Officer
TLR	Teaching and Learning Responsibility
TUPE	Transfer of Undertaking (Protection of Employment) Regulations

Definitions

In these Terms of Reference the following terms shall have the following meanings:

- i. **'Bishop'** means the Bishop of the Roman Catholic Diocese of Middlesbrough in which the Academy Trust Company is situated (as defined in Canon Law) and includes any person exercising ordinary jurisdiction in his name (including Vicars General and Episcopal Vicars) and any person delegated by him, including officers of the Diocese;
- ii. **'Canon Law'** means the canon law of the Catholic Church from time to time in force and if any question arises as to the interpretation of canon law, this shall be determined exclusively by the Bishop;
- iii. **'Chair'** means the Chair of the Board of Directors of the Trust Company or the Chair of the Local Governing Body of the School appointed from time to time, as appropriate;

- iv. **'Diocese'** or **'Diocesan'** means the education service provided by the diocese, which may also be known, or referred to, as the Diocesan Education Service or Diocesan Schools Commission;
- v. **'Directors'** means directors appointed to the Board of the Nicholas Postgate Catholic Academy Trust Company;
- vi. **'Governors'** means the governors appointed and elected to the Local Governing Body of the school(s), from time to time;
- vii. **'Interim Advisory Board'** – see note under Local Governing Body below.
- viii. **'Local Governing Body'** means any committee established by the directors pursuant to Article 100 of the Articles of Association to carry out specific functions in relation to a school or schools as delegated by the directors, including an Interim Advisory Board;
- ix. **'Multi-Academy Trust Company'** means the company responsible for the management of the academies and, for all purposes, means the employer of staff at the school;
- x. **'Principal'** means the headteacher or executive headteacher as the case may be and is the person named as the headteacher of the school or schools for Ofsted purposes;
- xi. **'Protocol'** means the document that outlines the committed working relationship between the Diocese and the Multi-Academy Trust Company;
- xii. **'School(s)'** means the academy or academies who form part of the Multi-Academy Trust and are managed by the Nicholas Postgate Catholic Academy Trust Company;
- xiii. **'Trust Board'** means the Board of Directors of the Nicholas Postgate Catholic Academy Trust Company;
- xiv. **'Vice-Chair'** means the Vice-Chair of the Board of Directors or the Vice-Chair of the Local Governing Body of the school(s) elected from time to time, as appropriate.

1. Catholic Life and School Standards Committee (incorporating pastoral and behaviour)

- 1.1 The Catholic Life and Schools Standards Committee plays a pivotal role in bringing each school within NPCAT to at least 'good' and ultimately 'outstanding' in the minimum time possible. It will do this within the mission, ethos and values of Catholic Education. Within Nicholas Postgate Catholic Academy Trust we recognise, not only the importance of helping pupils to develop academically but also spiritually, morally, socially and culturally.
- 1.2 The Committee will monitor and support NPCAT to ensure that it, and its schools are doing all within their powers to ensure that the pupils of the Trust each have an excellent education; access a rich programme of pastoral support within a positive and nurturing learning environment where respect and dignity of pupils and staff are cherished and where schools are reflective of Catholic values and where the Catholic ethos permeates all we do where collective acts of worship and service are integral. We believe that all our schools must have a wealth of rich curricular, co-curricular and extracurricular provision. In undertaking this responsibility, the Committee has regard for the communities of the schools, the local context and the role of parents as the first educators of their children.
- 1.3 The overall purpose of the Committee is to monitor and to support NPCAT to ensure that it and its schools are doing all within their powers to ensure that the pupils of the Trusts' schools each have an excellent education; achieving high standards, flourishing and fulfilling their God-given potential.
- 1.4 In undertaking this responsibility, the Committee has regard for the communities of the schools, the local context and the role of parents as the first educators of their children.
- 1.5 The Committee acts mindfully of statutory requirements, the expectations of the Church and its agents, the Department for Education, OFSTED and the implications of its inspection reporting, and other statutory bodies, organisations and education agencies.

- 1.6 The remit of the Committee is:
- 1.6.1 To hold the Trust's schools to account with regards to the development of a strong and purposeful Catholic curriculum from 3 to 19 years;
 - 1.6.2 To ensure the vision for high-quality teaching and learning, with a shared understanding of standards and expectations across all age ranges, is in place throughout the Trust;
 - 1.6.3 To review link governance reports and ensure LGBs are active in their monitoring role;
 - 1.6.4 To ensure monitoring findings are shared with appropriate directors, governors and staff and to review and monitor governance and management's response to findings;
 - 1.6.5 To receive and consider recommendations from the Trust's executive leadership team and strategy groups in respect of the planning and implementation of school improvement and support;
 - 1.6.6 To be advised by the CEO and the executive leadership team on the agreed triggers for intervention where standards and performance are low and likely to remain so without intervention;
 - 1.6.7 To receive and consider performance information from each of the Trust's schools;
 - 1.6.8 To have knowledge of the educational needs of pupils within the Trust and monitoring pupil performance data of specific groups such as pupil premium and SEN;
 - 1.6.9 To receive and consider Ofsted reports in respect of the Trust's schools;
 - 1.6.10 To receive more regular performance information where a school within the Trust is judged by Ofsted as being less than 'Good';
 - 1.6.11 To receive more regular performance information where from an internal review, a school is judged as needing intensive support;
 - 1.6.12 To use attainment, progress and achievement data provided by the Trust schools to evaluate the impact of teaching and learning;

- 1.6.13 To hold the Trust's schools to account with regards to strategies and interventions developed to improve achievements and progress, ensuring effective support and appropriate access to school improvement partnerships and external providers as required;
- 1.6.14 To review outcomes from Trust led reviews and oversee the implementation of agreed actions;
- 1.6.15 To monitor the progress, attainment and achievement of all NPCAT pupils, ensuring that targets have the potential to transform education and ensure all schools within the Trust are justifiably deemed to be at least 'Good';
- 1.6.16 To analyse performance trends that might be present within the Trust against national benchmarks;
- 1.6.17 To ensure a programme of high quality continued professional development is in place for all of the Trust's staff and schools;
- 1.6.18 To receive and review designated Trust wide policies and strategies which relate to standards, e.g. curriculum, teaching, learning and assessment, behaviour and attendance, ensuring these are aligned with local policies as appropriate and where necessary make change recommendations for approval by the Board;
- 1.6.19 To strategically ensure that the curriculum across the Trust's schools is developed with reference to national and international developments and with appropriate local consultation, to ensure that our provision is balanced, broadly based and effective with the potential to promote engagement and achievement for all learners;
- 1.6.20 To remain informed of the attendance rates of schools within the Trust and ensuring that there are procedures in place to fulfil statutory requirements, especially regarding children missing from education;
- 1.6.21 To monitor safeguarding procedures across the Trust to ensure a duty of care;
- 1.6.22 To review the Committee's Terms of Reference on an annual basis and propose any changes to the Board.

- 1.7 In exercising its responsibilities, this Committee will have as a core principle the provision of the best possible, authentic Catholic education, for all pupils and staff across the NPCAT schools.

2. Finance and Resources Committee

- 2.1 The overall purpose of the Finance and Resources Committee is to:

- 2.1.1 Work strategically to ensure due diligence and probity in matters of resourcing within NPCAT, including financial, HR and premises issues;
- 2.1.2 Ensure the efficient use of resources and financial accountability, having particular regard for the effective use of public funding and protection of the resources and estates of the Church.

- 2.2 Finance

- 2.2.1 To oversee compliance with the Academies Financial Handbook and review on an annual basis the Trust's Financial Regulations and Procedures and their effective operation across all schools;
- 2.2.2 Initial review and recommendation to the Board of the annual budget and Medium Term Financial Strategy;
- 2.2.3 At each meeting to receive management accounts detailing overall actual expenditure and income against budget for the Trust, including a forecasted year-end projection and key financial indicators for each school;
- 2.2.4 To approve any financial improvement plans required to ensure the Trust's schools deliver outturns within the agreed budget;
- 2.2.5 To review the Trust's contracts register and authorising the award of all contracts with a value of £75,001 or over;
- 2.2.6 Approve any requests for the exemption from the Trust's tendering procedures over £30,000 in value;
- 2.2.7 Approve any requests for use of financial reserves over £30,000 in value;
- 2.2.8 To review the Trust's proposed annual capital investment plan and

allocations of ESFA condition funding each year and ensure recommendations from the Trust are in line with strategic priorities;

- 2.2.9 To review bids from the Trust's schools on capital investment priorities and award allocations from the capital funding allocation received from ESFA;
- 2.2.10 To review the financial policies of the Trust and where necessary make recommendations for approval by the Board;
- 2.2.11 To approve the write off of debts over £300 and receiving an annual report from the COO on any debts under £300 that have been written off;
- 2.2.12 To approve any budget virements over £50,000 in value;
- 2.2.13 To approve the opening and closing of any bank accounts and authorised signatories.

2.3 Human Resources

- 2.3.1 To work strategically to ensure due diligence and probity in matters of staffing and people management;
- 2.3.2 To ensure all decisions relating to HR matters meet the legislative requirements around equality and diversity;
- 2.3.3 To delegate HR and staffing matters as appropriate and in-line with the scheme of delegation and to keep this delegation under review;
- 2.3.4 To agree a recognition agreement with Teachers' Associations and Trade Unions and review at regular intervals;
- 2.3.5 Review and agree all of the HR policies and procedures of the Trust with the exception of pay review under the remit of the Pay Review Committee, and ensure that these are communicated to all stakeholders;
- 2.3.6 To consider any secondment and early retirement requests;
- 2.3.7 To receive reports and monitor status of MAT-wide staffing issues;

- 2.3.8 Annually review the Individual School Range (ISR) in respect of leadership pay for all schools across the MAT;
 - 2.3.9 To set the terms and conditions of service for staff within the national and locally agreed arrangements, having regard to any TUPE implications;
 - 2.3.10 Ensure professional development plans for the MAT are fully implemented in line with professional development needs identified in the appraisal process;
 - 2.3.11 Oversee any process leading to staff reductions, allowing for consultation with all relevant stakeholders;
 - 2.3.12 To consider work/life balance, working conditions and wellbeing, for all staff in the Trust along with the monitoring of absence levels.
- 2.4 Estates, Health and Safety, and Information Communications Technology
- 2.4.1 To oversee arrangements for managing the Trust's assets and estate, including an effective Estate Management Strategy linked to long term curriculum needs and the availability of capital investment;
 - 2.4.2 Ensuring the Trust's estates team and respective schools maintain their buildings and facilities to a good standard with regards to the safety of users at all times and effectively discharge all of their associated legal responsibilities;
 - 2.4.3 Review annually the Trust's H&S Policy ensuring it meets all legislative requirements and propose any changes to the Board; and
 - 2.4.4 Oversee health and safety issues to ensure compliance with policies and procedures and receive an annual summary of activity within the Trust with recommendations for action made to the Board as appropriate;
 - 2.4.5 To oversee and ensure effective and efficient ICT arrangements are in place across the Trust;
 - 2.4.6 To review any relevant ESFA or National Audit Office reports;

- 2.4.7 To review as appropriate any financial benchmarking reports or returns; and
- 2.4.8 To review the Committee's Terms of Reference on an annual basis and propose any changes to the Board;
- 2.4.9 To pursue best practice in all such matters and have regard to the guidance of government and its agencies, the Church and other bodies and organisations having relevant responsibilities for academies;
- 2.4.10 In exercising its responsibilities for resourcing and finance issues, the Committee will have as a core principle the provision of the best possible, authentic Catholic education for all pupils and staff across the NPCAT schools.

3. Pay Review Committee

- 3.1 The committee will meet as often as is necessary to fulfil its responsibilities, including in relation to timescales outlined in the Trust's pay policies and procedures, and at least annually.
- 3.2 The overall purpose of the Pay Review Committee is to:
 - 3.2.1 Review and agree pay related HR policies and procedures of the Trust;
 - 3.2.2 To receive and consider recommendations for the CEO's movement along the pay spine with support from the external adviser;
 - 3.2.3 To receive and consider recommendations for the chief operating officer's movement along the pay spine with support from the CEO;
 - 3.2.4 To receive and consider recommendations for the school standards officer's movement along the pay spine with support from the CEO;
 - 3.2.5 To receive and consider recommendations for the headteachers and all other teaching post movements along the pay spine with support from the CEO and school standards officer.

4. Audit & Risk Committee

Requirements on composition from the Academies Financial Handbook:

- *Employees of the Trust should not be audit committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions;*
- *The chair of directors should not be chair of the audit committee;*
- *Where the audit committee is combined with another committee, employees should not participate as members when audit matters are discussed.*

The overall purpose of the Audit Committee is to:

- 4.1 Review and where necessary to challenge the actions and judgements of Trust and School Governance and Management in relation to financial reporting, accounting policies and practices, budgets, unusual transactions, disclosures, adjustments resulting from audits and compliance with statutory duties;
- 4.2 Monitor and review the integrity of the Trust's internal financial controls, including procedures to detect and prevent fraud and impropriety and those to identify, assess and manage risks;
- 4.3 Direct the process of internal assurance through the commissioning of internal audits and to receive reports based upon these exercises;
- 4.4 Oversee and review business continuity plans setting out what the Trust would do to ensure its continued operations;
- 4.5 Ensure the Trust has adequate insurance cover in place to support all of its responsibilities and receive an annual report of activity;
- 4.6 Ensure that the Trust and its schools risks, both strategic and operational, are recorded and managed effectively and are subject to regular review;
- 4.7 Inform the governance statement that accompanies the Trust's annual accounts and, so far as is possible, provide assurance to the external auditors;

- 4.8 Recommend to the Board the appointment of the Trust's internal and external auditors ensuring both provisions are independent of each other;
- 4.9 Agree a programme of work annually to deliver internal scrutiny that provides coverage across the year;
- 4.10 Advise on the scope of assurance reviews and reviewing the reports of the Trust's appointed internal auditor on the effectiveness of financial procedures and internal controls;
- 4.11 Review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year;
- 4.12 Oversee the effective implementation of any agreed recommendations from internal and external audit and consider progress in addressing recommendations;
- 4.13 Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations;
- 4.14 Have access to the external auditor as well as those carrying out internal scrutiny, and consider their quality;
- 4.15 Review the Trust's draft annual accounts and management letter from the external auditor;
- 4.16 Ensure the annual accounts are produced in accordance with the requirements of the Companies Act 1985, Charity Commission and ESFA guidance issued to academies;
- 4.17 Periodically, review the Trust's Counter Fraud & Corruption Policy;
- 4.18 Have oversight and make recommendations on the investigation of any financial system failures, instances of fraud and corruption and any other financial irregularities, including the reporting to the ESFA of any losses in excess of £5,000;
- 4.19 Monitor the Trust's arrangements for securing value for money and ensuring regularity and propriety;

- 4.20 Annually review the effectiveness of the Trust's corporate governance arrangements, internal controls and risk management systems;
- 4.21 Ensure oversight of financial information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) are completed by the Trust and by constituent schools, is accurate and in compliance with funding criteria;
- 4.22 Review any relevant ESFA or National Audit Office reports;
- 4.23 Review as appropriate any audit related benchmarking reports or returns;
- 4.24 Review the Committee's Terms of Reference on an annual basis and propose any changes to the Board;
- 4.25 In exercising its responsibilities for audit and risk issues, the Committee will have as a core principle the provision of the best possible, authentic Catholic education for all pupils and staff across the NPCAT schools.

5. Local Governing Bodies

- 5.1 The Trust Board will establish a Local Governing Body (LGB) for each school or across a number of schools where appropriate. Each LGB will nominate a Chair for approval by the MAT Board.
- 5.2 It is the responsibility of the LGB to:
 - 5.2.1 Set the school's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured;
 - 5.2.2 Support development and ongoing review and update of the School Self-Evaluation and School Improvement Plan;
 - 5.2.3 Ensure high outcomes for pupils and young people;
 - 5.2.4 Uphold the Catholic ethos of the school and academy Trust;
 - 5.2.5 Identify and deal with areas of underperformance, including the implementation of the School Improvement Plan;
 - 5.2.6 Use the resources available to the school to raise standards and provide evidence of the success of the strategies adopted;

- 5.2.7 Raise staff performance through robust performance management and recruitment;
- 5.2.8 Ensure that the curriculum policy is in line with the strategic aims and values of the Trust;
- 5.2.9 Liaise with and receive reports from the NPCAT Board as appropriate, and to make recommendations as appropriate about the matters being considered by the Board that impact on the individual school;
- 5.2.10 Seek to understand how the school is led and managed. The school leaders will report termly on how the school is fulfilling the Trust's ethos, vision and strategy;
- 5.2.11 Be the consultative body for the school's stakeholders;
- 5.2.12 Represent the school's stakeholders;
- 5.2.13 Forge links with the community;
- 5.2.14 Act as an ambassador for the school.
- 5.3 In order to decide how resources will be deployed to achieve this, the LGB shall:
 - 5.3.1 Implement and monitor all Trust wide policies;
 - 5.3.2 Contribute to the formulation of the School Improvement Plan, through the consideration of financial priorities and proposals, in consultation with the headteacher, with the stated and agreed aims and objectives of the school;
 - 5.3.3 Agree an annual plan for the expenditure of Pupil and Sports Premium and to monitor both actual spending and impact on pupil progress;
 - 5.3.4 Appoint staff with the exception of the executive headteacher and headteacher and any other staff identified within the Scheme of Delegation;
 - 5.3.5 Support the headteacher in recruitment and selection as defined within the Trust Scheme of Delegation;
 - 5.3.6 Monitor the effectiveness of performance management in relation to improved outcomes;

- 5.3.7 Set school policy and procedures (as determined to be school policies by the Board) and ensure that the school adheres to Trust wide policies and procedures;
- 5.3.8 Develop and implement appropriate risk management strategies and maintain a risk register that is subject to review at each meeting;
- 5.3.9 Monitor and be accountable for standards as per the link governance framework;
- 5.3.10 Review any relevant ESFA or other key reports;
- 5.3.11 In exercising its responsibilities, the LGB will have as a core principle the provision of the best possible, authentic Catholic education for all pupils and staff in the school.

6. Delegation of Responsibilities to the Chief Executive Officer (CEO)

- 6.1 The Local Governing Body acknowledge that the following responsibilities have been delegated to the Chief Executive Officer:
 - 6.1.1 Implementing the agreed policies and procedures laid down by the Trust this includes the implementation of all statutory regulations, provisions within the Education Acts, Canon Law, Diocesan Policies and compliance with the Master Funding Agreements;
 - 6.1.2 Advising the Trust on strategic direction, forward planning and quality assurance;
 - 6.1.3 The leadership and management of the Academy Trust, and direct the Trust's school standards officers who in turn will have line management of all headteachers including advising local governors on setting appraisal targets and performance against appraisal targets;
 - 6.1.4 As Accounting Officer for the Trust, overall accountability and management of the Trust budget, and oversight of the individual school's budget;

- 6.1.5 Advising the Trust on the appointment of all leadership posts across the Trust, including the headteacher of each school. Leadership posts are those designated on the leadership pay scale, or a post who will form part of the school's senior management team e.g. a school business manager;
- 6.1.6 Delegation of responsibility up to and including dismissal for all staff employed by the Trust, centrally or in its schools, other than headteachers, which will remain the responsibility of the directors;
- 6.1.7 And all such additional functions as may be assigned under the job description or contract of employment.

7. Delegation of Responsibilities to the Chief Operating Officer (COO)

- 7.1 All financial authorisations in line with the NPCAT Finance policy;
- 7.2 The approval for all vacant posts prior to recruitment, to ensure affordability and control of the NPCAT establishment;
- 7.3 As Chief Financial Officer for the Trust oversight of each individual school's budget as well as the overall MAT budget;
- 7.4 Overall accountability and management of the central Trust budget, and the MAT central business and administration team;
- 7.5 And all such additional functions as may be assigned under the job description or contract of employment.

8. Delegation of Responsibilities to the Headteacher or Executive Headteacher (Principal)

- 8.1 The Local Governing Body acknowledge that the following responsibilities have been delegated to the headteacher:
 - 8.1.1 The leadership and management of the school(s), including standards of performance;

- 8.1.2 Implementing the agreed policies and procedures laid down by the Trust and the Local Governing Body, this includes the implementation of all statutory regulations provisions within the Education Acts, Canon Law, Diocesan Policies and compliance with the Master and Supplemental Funding Agreement;
- 8.1.3 Advising the LGB on strategic direction, forward planning and quality assurance;
- 8.1.4 Managing the delegated budget and resources agreed by the NPCAT Board;
- 8.1.5 Advising the LGB on the appointment of all staff other than leadership posts and (except to the extent directed otherwise by the directors and/or the Chief Executive);
- 8.1.6 And all such additional functions as may be assigned under the job description or contract of employment.

9. Headteacher and Chair of LGB Forums

- 9.1 NPCAT will establish a Headteacher Forum and a Chairs' Forum. Neither will have delegated powers; their purpose is consultative and to provide a forum for two-way communication;
- 9.2 To develop an understanding and an interest in the Trust's tasks, so that all parties cooperate in delivering outcomes across Trust schools;
- 9.3 To discuss any organisation, governance and management changes;
- 9.4 To ensure that individual schools are well informed about the policies and activities of the Trust;
- 9.5 To contribute to the maintenance of good relations between the Trust Board, Central Team and individual schools;
- 9.6 To jointly examine problems and to acknowledge each other's views in reaching an acceptable solution;
- 9.7 In exercising its responsibilities, the forums will each have as a core principle the provision of the best possible education, authentically Catholic, for all pupils across the NPCAT schools.

10. Interim Advisory Boards

- 10.1 In special circumstances the Trust Board will establish an Interim Advisory Board (IAB) for governance of a school where appropriate. The constitution of any IAB will be established via liaison with the Diocese where this impacts on any governor foundation appointments.

The Trust Board will appoint the Chair giving consideration to the nature and additional work that will be required.

- 10.2 The Terms of Reference for the IAB will be set by the CEO of the Trust with reference to the needs of the school identified by the Trust Board. The following points may be used within the Terms of Reference but are not exclusive.

- 10.3 The Role of the Chair (Vice-Chair) of the IAB may include but will not be restricted to:

10.3.1 Ensuring the education provided is in accordance with the teachings of the Catholic faith and the delivery of the bishops vision for catholic education.;

10.3.2 Ensuring Catholic Life, Standards in RE and Acts of Collective Worship remain central to the ethos, vision and day to day operation of the school;

10.3.3 Ensuring the IAB's affairs are conducted in accordance with the law;

10.3.4 Developing plans to drive school improvement including working with the school standards officer, senior management team, staff and wider academy Trust;

10.3.5 Working with the Trust to identify and address all issues which are having an impact on the performance of the school;

10.3.6 Maintaining a strong profile in the school and working with others including the wider NPCAT, LA, other governors, staff, parents and the local parishes to ensure the performance of the school is improved;

10.3.7 Ensuring all IAB members accept collective responsibility for decisions taken at meetings;

- 10.3.8 Ensuring any safeguarding issues are addressed rapidly and effectively;
 - 10.3.9 Working with a school improvement lead to begin to understand the post-Ofsted action plan delivery and progress monitoring;
 - 10.3.10 IAB members are governors of the school and must ensure a full and comprehensive ongoing engagement with the CEO of the Trust and his appointed officers, the Trust appointed SSO for the school and the COO who is responsible for HR, Finance, Estates and Governance.
- 10.4 The IAB will fulfil all the functions delegated to it by the Trust Board and will ensure the school retains its central Catholic ethos whilst securing rapid improvement and promoting high standards of educational achievement.
- 10.5 The IAB's main function is to secure a sound basis for future improvement in the school and this should include the promotion of the school's Catholic ethos and high standards of educational achievement.
- 10.6 The duties of the IAB are summarised under the following:
- 10.6.1 Setting with school leaders the ethos and strategic vision for the school;
 - 10.6.2 Setting targets for school improvement;
 - 10.6.3 Overseeing the management of the school's delegated budget;
 - 10.6.4 Oversight of progress towards Trust tier 2 or better placement, Ofsted and Diocesan inspection standards;
 - 10.6.5 Application of Trust wide policies and the review of individual school policies that the school must operate;
 - 10.6.6 Monitoring the Catholic Life, teaching of RE and Collective Worship within the school;
 - 10.6.7 Monitoring the quality of provision and standards of achievement within the school;
 - 10.6.8 Monitoring performance against targets set by the IAB;

- 10.6.9 Monitoring the implementation of the planning and policy framework set by the Trust and its impact on standards of achievement;
 - 10.6.10 Identifying strengths, weaknesses and priorities for development with the SLT;
 - 10.6.11 Monitoring of the individual school action plan document and ensuring it is regularly updated;
 - 10.6.12 Ensuring the school complies with statutory requirements;
 - 10.6.13 Providing challenge and support to the senior leaders;
 - 10.6.14 Receiving regular information from senior leaders on the performance of all aspects of the school;
 - 10.6.15 Ensuring that the school annual and publication requirements are achieved.
- 10.7 Where an IAB is in place, the role of the Executive Headteacher / Headteacher is as follows:
- 10.7.1 Working with the designated school standards officer, the executive headteacher / headteacher will be responsible for the internal organisation, management and control of the school and for advising on the implementation of the IAB's strategic framework. It is expected that the executive headteacher / headteacher and SLT will fully cooperate with the IAB and work in partnership to secure effective governance of the school;
 - 10.7.2 The executive headteacher / headteacher must provide the IAB with regular information on the performance of all aspects of the school and must comply with any reasonable request from the IAB for information. It is for the IAB to determine the range, content and regularity of the headteachers reports;
 - 10.7.3 The IAB may request any member of the SLT to attend its meetings to provide information on the performance of any aspect of the school for which they are responsible. Where the IAB delegates any function to the executive headteacher / headteacher, the IAB has the power to give the headteacher

reasonable directions in relation to that function and oblige the headteacher to comply with those directions.

- 10.8 The IAB will conduct its business in an open and transparent way in accordance with the Trust's Code of Conduct for Governors and the principles of standards in public life as determined by the 'Nolan principles'. The IAB is a committee of the Trust Board and consequently no individual (not even the Chair) has the power to act alone, unless delegated to do so by the Trust.
- 10.9 Where the IAB requests individual members to oversee an identified area or a quality assurance issue then these individuals must report back to the full IAB on actions taken at the earliest possible opportunity. The IAB remains responsible for all actions undertaken on its behalf.