



Roles and Responsibilities for Academies - Governance

Star Academy Trust is established as a Company Limited by Guarantee and as such will be bound by the Articles of Association as set out by the DfE. This document explains the governance of the organisation and defines roles and responsibilities of members, directors and local governing bodies.

Members

The Members have the ultimate control and direction of the Trust. They ensure that the charitable company achieves its objectives.

Roles and responsibilities:

- Set out the ethos and vision of the Trust
- Ensure that the Trust adheres to the Objectives and Articles of Association
- Agree with the Directors the Company Strategy and the Business Plan
- Meet regularly with the Directors, initially every 6 months to review progress
- Appoint other members
- Appoint Directors as appropriate
- Appoint all non-exec Directors
- Ensure that the financial accounts and annual report are produced and signed off in a timely fashion to ensure that the timelines required by Companies House are achieved
- To act as mentors, where appropriate to the Directors.
- To meet at least Annually

General comments

It is a requirement that there is a minimum of 3 Members. Unlike Directors there is no time limit on the longevity of the appointment. Members are responsible for the assets of the Company to a limit of £10

The Trust has appointed 4 Members so that it is possible to cater for one resignation, and also to ensure that members can enact special resolutions where 75% of votes are needed.

An employee of the trust cannot be a member.

Directors

The Directors are legally responsible and accountable for the day to day running of the Trust and each individual Academy under its control. Directors may incur personal liability, both civil and criminal, for their acts or omissions in directing the company.

Directors can appoint other Directors without recourse. Directors are also responsible ensuring that parents are represented on the MAT's Board of Directors or on the LGB of each academy within the MAT.

Directors and members cannot be paid for their duties. This does not include directors who are members of staff; they are paid for their job but do not receive additional payment for being a director.

Staff Directors can be appointed but must be less than 1/3 of total members of Directors (thus on a basis on 4 directors there could be 1 staff director)

Directors will appoint a clerk

Chair and vice chair of the board of directors cannot be employed by the Trust

Staff directors can receive payment from Trust

An Accounting Officer, Simon Dyson, has been appointed - he is responsible to parliament and secretary of state for all finances.

General Responsibilities of Directors

- To maintain at all times the ethos and vision as set out by the Members
- To appoint Local Board and set out delegated powers to that board
- To act within powers in accordance with the Trust's constitution and to use those powers only for the purposes for which they were conferred
- To ensure that the Trust operates legally and adheres to the clauses as set out in the Companies Act 2006 and Charities Trust.
- To take part in regular board meetings to promote the success of the company
- To exercise independent judgment
- To exercise reasonable care, skill and diligence
- To avoid conflicts of interest
- Not to accept benefits from third parties
- To declare an interest in a proposed transaction or arrangement

- To manage the business affairs of the TRUST and those of each Academy under its control
- To ensure the standard of education of each Academy under its control
- To meet Monthly

Trustee Board (Board of Directors)

The Board is responsible for ensuring that the vision as set by the Members is enacted. As such the board is responsible to the day to day operation of the Academy. Formal meetings of Board will take place, initially, monthly

Local Board

This Board is set up by the Trustee Board; its role to advise the Trustee Board. The Local Board will continue to meet termly and will review the activities of the Board of Trustees and committees and provide advice and guidance where appropriate. The Local Board will appoint a Chair and Vice Chair.

Committees

Four committees will be established to support each of the Directors. These committees will meet at least termly unless requested to meet more regularly by the Director.

Chair of Board of Trustees

- To represent the Trust at official activities and provide the interface to OFSTED
- Ensure that all board meetings are held regularly conducted in a professional manor and all actions documented and reviewed
- To ensure that the Academy development plan is produced and maintained

Financial Director

- In conjunction with the Members develop and maintain a business plan
- Set out the standards, measures, policies and procedures as they relate to Finance and ensure that these are enacted and maintained
- Ensure that the terms of the Articles of Association and the Financial Handbook are enacted
- To ensure that all financial and commercial activities of the Trust are monitored and are reported on a monthly basis, showing variances against planned budgets and detailing any corrective action that may be necessary
- To receive recommendations from Principal on pay progression and the appraisal policy
- Appointment of internal and external auditors
- To enter into contracts on behalf of the TRUST and each Academy under its control
- To ensure that relevant statutory documents (i.e. annual reports) are produced in a timely fashion and agreed with the Members and delivered to Companies House , Charities Commission HMRC and DfE
- To seek out funding opportunities
- To develop a traded services operation to support the Trust, should the members choose to pursue this.
- To be responsible for the Financial administration of the Trust
- Attend all board meetings

Finance Committee

Finance Committee Terms of Reference	
Membership:	The committee shall consist of not less than three people from the Local Board. Membership should include the Principal and at least one non-employee.
Quorum:	Three persons including 2 members of the Local Board who are not an employee of the Academy.
Meetings:	At least once per term and more frequently if deemed necessary by the Finance Director.
Chair:	Finance Director

Accountability: The committee will advise the Local Board and Board of Trustees by submitting minutes with recommended actions. The committee may also make recommendations to the Finance Director.

Terms of reference:

- In conjunction with the FD ,establish, monitor the impact of, and review all the Academy's policies and procedures to ensure that there are appropriate internal fiscal monitoring controls specifically:
 - to monitor that the requirements of the Academy's Financial Value Standard (SFVS) are being adhered to.
 - to monitor that the Board of Trustees are managing finance in accordance with the Academy's Manual of Internal Procedures
- Review and consider information on financial performance and advise on actions required to ensure ongoing viability
- To establish, monitor and evaluate sections of the SSDP relating to the Financial Development of the Academy
- Set out the standards, measures, policies and procedures
- To review the annual budget and financial returns as prepared by the Board of Trustees.
- To monitor expenditure of all monies generated and contracts entered into by the Academy including grants and unofficial funds to ensure that spending provides **best value** and is linked to the Academy's agreed priorities.
- To ensure that all insurances provide adequate cover.
- To contribute, in collaboration with the Principal and staff, to establishing, monitoring and evaluating sections of the SSDP relating to the, finance of the Academy
- To keep relevant sections of the Self-Evaluation Form under review and update as necessary

Academy Improvement Director

- Set out the standards, measures, policies and procedures as they relate to Academy improvement and ensure that these are enacted and maintained
- To establish, monitor the impact of, and review all the Academy's plans, policies and procedures relating to the personal development and well-being of pupils
- To carry regular reviews/audits to ensure that the Academy is achieving its Teaching and Learning objectives, where shortfalls are identified put in place and monitor corrective action
- To advise the Finance Director on the relevant funding priorities necessary to deliver the curriculum
- To ensure that the Local Board member and member of staff responsible for Safeguarding of children are appointed as required and that they receive the necessary support and training in their role
- To ensure that a Local Board member and a member of staff responsible for Looked after children are appointed as required and that they receive the necessary support and training in their role
- To determine the policy on what community facilities and community educational facilities should be offered
- To carry out research to ensure that the Trust is kept up to date with emerging Educational practices
- To establish, monitor the impact of, and review all the Academy's plans, policies and procedures relating to the personal development and well-being of pupils
- Monitor the works and outcomes of the Friends of Highfields
- Attend all board meetings

Teaching & Learning Committee Terms of Reference

- Membership:** The committee shall consist of not less than three people from the Local Board. Membership should include the Principal or member of the Senior Leadership Team (SLT) with responsibility for the curriculum and at least one non-employee
- The designated Local Board member for SEND.
- The designated Local Board member for Safeguarding.
- Quorum:** Three persons including 2 members of the Local Board who are not an employee of the Academy

- Meetings:** At least once per term and more frequently if deemed necessary by the majority of members.
- Chair:** Academy Improvement Director.
- Accountability:** The committee will advise the Local Board and Academy Board by submitting minutes with recommended actions. The committee may also make recommendations to the Finance Director

Terms of reference:

- To monitor and evaluate the quality of Teaching and Learning on rates of progress and standards of achievement by pupils, including any under-achieving groups
- To contribute, in collaboration with the Principal and staff, to establishing, monitoring and evaluating sections of the Strategic Academy Development Plan relating to teaching, learning, curriculum and quality of provision and to oversee any key issues relating to curriculum delivery in line with guidance.
- To monitor and evaluate the effectiveness of subject leadership
- To regularly review assessment procedures.
- To monitor and evaluate equal opportunities (academic)
- To keep relevant sections of the Self-Evaluation Form under review and update as necessary.
- To ensure that the whole Academy curriculum is: broad and balanced; relevant to the needs of all children; provides continuity and progression; adequately resourced.
- To ensure that the National Curriculum is delivered and its assessment procedures are carried out in line with the legal framework.
- Promote high quality displays of children's work and information that provide a stimulating learning environment and celebrate the work of the Academy
- To establish, monitor the impact of, and review the Academy's Curriculum Statement & Map, Teaching & Learning Policy, SEND Policy and other curriculum related policies in line with the agreed cycle and make recommendations to the governing body for change as necessary
- To review the policy and provision for collective worship and RE in line with the locally agreed syllabus and make recommendations for change as necessary.
- To review the Academy's provision for Personal, Social, Health & Citizenship Education taking account of Local Authority & Government guidance
- To receive curriculum progress reports from the Principal and others including an analysis of the annual RAISE report and information about non-statutory assessment and testing in order to monitor, review and evaluate the standards of achievement, seek to make continuing improvements and inform target setting.

- To ensure the necessary provision for any child who has special educational needs (SEND) and/or a disability having regard to the SEND Code of practice and the Disability Discrimination Act.
- To receive a termly report from the designated SEND Local Board Member.
- To celebrate children's achievements
- To contribute, in collaboration with the staff, to establishing, monitoring and evaluating the sections of the Strategic Academy Development Plan relating to: promoting partnership with parents; pupil voice; community involvement; building and premises development.
- To keep relevant sections of the Self-Evaluation Form under review and update as necessary
- To ensure the necessary provision for any child who has special educational needs (SEN) and/or a disability having regard to the SEND Code of practice and the Disability Discrimination Act
- To ensure that the Academy has an SEND Co-ordinator who is provided with sufficient time, training and resources to undertake her/his responsibilities
- To work with the Academy Improvement Director (SID) to ensure that policies and procedures are in place to reduce barriers to learning, improve behaviour, attendance and punctuality and reduce exclusions
- To work with the Academy Improvement Director (SID) to ensure that policies and procedures are in place to promote the spiritual, moral, social and cultural development of children
- To work with the Academy Improvement Director (SID) to ensure that the Academy offers equality of opportunity to all children whatever their gender, ethnicity, religion, background or ability through all its policies, procedures and practices

HR Director

- Set out the standards , measures , policies and procedures as they relate to HR and Leadership and management and ensure that these are enacted and maintained
- To contribute, in collaboration with the Principal and staff, to establishing, monitoring and evaluating sections of the SSDP relating to the leadership and management of the Academy
- To establish all policies and procedures for complaints and ensure that these are enacted and maintained
- Review all staffing structures and at least annually to ensure that the teaching and learning objectives of the Academy can be fulfilled , advise FD of potential financial implications
- Put in place the pay review policy and procedure for all staff and ensure that these are enacted and maintained in line with current legislation.
- To establish and oversee the operation of the Academy's appraisal policy including the arrangements and operation of the Academy appraisal procedures for the Principal
- To establish panels for the appointment of Headteacher/ Principal and Deputy when vacancies occur
- Put in place all policies and procedures for staff development and training and ensure that these enacted and maintained in line with Academy Teaching and Learning objectives and current legislation
- To ensure that all staffing matters are dealt with in line with employment law and agreed procedures
- Ensure that knowledge is maintained to encompass current legislation and best practice that relates to employment of all Academy staff
- Ensure that policies and procedures are in place to ensure the health and wellbeing of all staff
- Set up procedures for staff discipline and ensure that they are enacted and constantly reviewed to ensure that they conform to current legislation.
- Attend all board meetings

HR Committee Terms of Reference

- Membership:** The committee shall consist of not less than three people from the Local Board. Membership should include the Principal and at least one non-employees.
- Quorum:** Three persons including 2 members of the Local Board who are not an employee of the Academy.
- Meetings:** At least once per term and more frequently if deemed necessary by the Finance Director.
- Chair:** HR Director

Accountability: The committee will advise the Local Board and Academy Board by submitting minutes with recommended actions. The committee may also make recommendations to the HR Director

Terms of reference:

- To contribute, in collaboration with the Principal and staff, to establishing, monitoring and evaluating sections of the SSDP relating to the staffing of the Academy.
- To keep relevant sections of the Self-Evaluation Form under review and update as necessary
- In conjunction with the HR Director establish, monitor the impact of, and review all the Academy's plans, policies and procedures relating to staffing..
- To maintain a Register of Pecuniary Interests of and members of staff
- In conjunction with the HR Director, review the staffing structure **at least annually** in response to the changing needs of the Academy and make recommendations to the Board of Trustees.
- In conjunction with the HR Director ensure that the training and development of staff , Trustees and Local Board members is linked to the Academy's agreed priorities and monitor the impact of training on standards and staff performance
- In conjunction with the HR Director ensure that the Academy has effective systems of mentoring and inducting new members of staff and local Board members
- To promote the health and welfare of staff
- To ensure that staffing procedures including safer recruitment procedures follow current legislation (eg Equalities).

Operations Director

- Set out the standards , measures , policies and procedures as they relate to health and safety and environment and ensure that these are enacted and maintained
- Ensure that the Academy premises and environment and fit for purpose and conform to the current health and safety regulations
- Ensure that there are adequate plans , policies, procedures are in place for ensuring the security of pupils and staff
- Ensure that a member of staff responsible for Health & Safety is appointed as required and that they receive the necessary support and training in their role to oversee the letting and use of the premises and ensure that facilities are appropriately resourced
- Ensure that knowledge is maintained to encompass current legislation and best practice that relates to health and safety
- To promote the Academy and ensure that all aspects of the Academy media ie Prospectus ,web site , social media is current and maintained

Operations Committee Terms of Reference

- Membership:** The committee shall consist of not less than three people from the Local Board. Membership should include the Principal and at least one non-employee.
- Quorum:** Three persons including 2 members of the Local Board who are not an employee of the Academy .
- Meetings:** At least once per term and more frequently if deemed necessary by the Operations Director.
- Chair:** Operations Director
- Accountability:** The committee will advise the Local Board and Academy Board by submitting minutes with recommended actions. The committee may also make recommendations to the Operations Director

Terms of reference :

- to contribute, in collaboration with the staff, to establishing, monitoring and evaluating sections of the Academy Improvement Plan relating to premises, health & safety and providing a quality learning environment
- to keep relevant sections of the Self-Evaluation Form under review and update as necessary

- In conjunction with the Operations Director establish, monitor the impact of, and keep under review all the Academy's plans, policies and procedures relating to the environment, health & safety and the letting of the premises
- In conjunction with the Operations Director take all reasonable steps to ensure that the Academy premises, grounds, equipment and materials are safe and do not put health at risk
- In conjunction with the Operations Director ensure that security measures for the protection of personnel and premises are effective and make recommendations for improvement as necessary
- In conjunction with the Operations Director make recommendations for budget and devolved capital funding expenditure to the Finance Director based on environmental surveys and plans and best value principles
- In conjunction with the Operations Director monitor ongoing maintenance, repair and improvement work and related expenditure and assess value for money
- To ensure and advise the Finance Director that the Academy is obtaining value for money in relation to all environmental contracts
- To liaise with, consult with, and provide information to, parents and the wider community on matters relating to the environment, security, health and safety and use of community facilities as necessary. Provide feedback the Operations Director
- To promote and support the further development of the Academy Pupil Council and provide a link between the Council and the Local Board body
- To promote extended Academy facilities
- To update the Academy Prospectus as necessary.
- To ensure that the website meets statutory regulations.
- To liaise with, consult with, and provide information to parents and the wider community on matters relating to Academy's activities