

Nicholas Postgate
Catholic Academy Trust
Terms of Reference



Forming lives ready to face the future

Revised – February 2019

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 students 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, cocurricular and extracurricular provision. In undertaking this responsibility, the Committee have 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 of 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 Have oversight of the Trust's Teaching Schools.
 - 1.6.3 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.
 - 1.6.4 To review the report of Catholic provision provided by each LGB.
 - 1.6.5 To review the report of extracurricular and co-curricular provision accessed by all students as provided by LGB.

- 1.6.6 To review the report of pupil behaviour strategy effectiveness and impact as provided by the LGB.
- 1.6.7 To ensure findings are shared with appropriate Directors, Governors and Staff and to review and monitor Governance and Management's response to findings.
- 1.6.8 To receive and consider recommendations from the Trust's Head Teacher Forum in respect of the implementation of a Trust level strategic school improvement plan.
- 1.6.9 To be advised by the CEO and the Executive Team on the agreed triggers for intervention where standards and performance are low and likely to remain so without intervention;
- 1.6.10 To receive and consider performance information from each of the Trust's schools at least termly;
- 1.6.11 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;
- 1.6.12 To receive and consider OFSTED reports in respect of the Trust's schools;
- 1.6.13 To receive more regular performance information where a school within the Trust is judged by OFSTED as being less than Good.
- 1.6.14 To receive more regular performance information where from an internal review, a school is judged as needing intensive support;
- 1.6.15 To use attainment, progress and achievement data provided by the Trust schools to evaluate the impact of teaching and learning;
- 1.6.16 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;
- 1.6.17 To review outcomes from Trust led reviews and oversee the implementation of agreed actions;
- 1.6.18 To monitor the progress, attainment and achievement of all NPCAT pupils and students, ensuring that targets have the potential to transform education and ensure all schools within the Trust are justifiably deemed to be at least "Good";
- 1.6.19 To analyse performance trends that might be present within the Trust against national benchmarks;
- 1.6.20 To ensure a programme of high quality continued professional development is in place for all of the Trust's staff and schools;
- 1.6.21 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 recommendations to the Board;

- 1.6.22 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; and
- 1.6.23 To review these functions annually and propose any amendments to the Board.
- 1.6.24 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;
- 1.6.25 To monitor safeguarding procedures across the Trust to ensure a duty of care;
- 1.6.26 To prepare an annual report for submission to the Board on the work of the Committee including an opinion on the effectiveness of corporate governance arrangements, internal controls and risk management systems;
- 1.6.27 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 students 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 Ensure the annual accounts are produced in accordance with the requirements of the Companies Act 1985, Charity Commission and ESFA guidance issued to academies;
- 2.2.6 To review the Trust's contracts register and authorising the award of all contracts with a value of £75,001 or over;
- 2.2.7 Approve any requests for the exemption from the Trust's tendering procedures;
- 2.2.8 To review bids from the Trust's schools on capital investment priorities and award allocations from the capital funding allocation received from ESFA;
- 2.2.9 To review the financial policies of the Trust and where necessary make recommendations to the Board;
- 2.2.10 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;
- 2.2.11 To approve any budget virements over £50,000 in value;
- 2.2.12 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. 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 Set the staffing structure of the MAT, including salary gradings, TLR values, pay scales for teaching staff, pay scales for support staff and leadership pay ranges, with regard to Diocesan policy.
- 2.3.6 Review and agree all of the HR policies and procedures of the Trust including pay, appraisal, staff discipline, grievance, attendance, leave of absence, recruitment and selection, staff welfare, staffing reduction / redundancy etc. and ensure that these are communicated to all stakeholders.
- 2.3.7 To consider any secondment and early retirement requests in consultation with the relevant LGB.
- 2.3.8 To consider and agree leadership job descriptions and person specifications for all posts across the Trust.

- 2.3.9 To receive reports and monitor status of MAT-wide staffing issues.
- 2.3.10 Annually review the Individual School Range (ISR) in respect of leadership pay for all schools across the MAT.
- 2.3.11 To receive and consider recommendations for the CEO's movement along the pay spine with support from the external adviser.
- 2.3.12 To receive and consider recommendations for the Chief Operating Officer's movement along the pay spine with support from the CEO.
- 2.3.13 To receive and consider recommendations for the School Standards Officer's movement along the pay spine with support from the CEO.
- 2.3.14 To receive and consider recommendations for the Head Teacher's movement along the pay spine with support from the CEO and School Standards Officer.
- 2.3.15 To set the terms and conditions of service for staff within the national and locally agreed arrangements, having regard to any TUPE implications.
- 2.3.16 To undertake relevant HR procedures in line with the Committee's role outlined in the relevant HR policy e.g. conduct, absence management etc.
- 2.3.17 Ensure professional development plans for the MAT are fully implemented in line with professional development needs identified in the appraisal process.
- 2.3.18 In consultation with individual LGBs, oversee any process leading to staff reductions.
- 2.3.19 To consider work/life balance, working conditions and well-being, 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 LGBs 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 across the Trust.
- 2.4.6 To prepare an annual report for submission to the Board on the work of the Committee including an opinion on the effectiveness of corporate governance arrangements, internal controls and risk management systems;
- 2.4.7 To review any relevant ESFA or National Audit Office reports;
- 2.4.8 To review as appropriate any financial benchmarking reports or returns; and
- 2.4.9 To review the Committee’s Terms of Reference on an annual basis and propose any changes to the Board.
- 2.4.10 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.
- 2.4.11 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 students across the NPCAT schools.

3 Audit Committee

The overall purpose of the Audit Committee is:

- 3.1 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;
- 3.2 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;
- 3.3 Direct the process of internal assurance through the commissioning of internal audits within each of the Trust's schools and to receive reports based upon these exercises;
- 3.4 Overseeing and reviewing business continuity plans setting out what the Trust would do to ensure its continued operations;
- 3.5 Ensuring the Trust has adequate insurance cover in place to support all of its responsibilities and receive an annual report of activity;
- 3.6 Ensuring that the Trust’s risks, both strategic and operational, are recorded and managed effectively and are subject to regular review;
- 3.7 To inform the governance statement that accompanies the Trust’s annual accounts and, so far as is possible, provide assurance to the external auditors;

- 3.8 Recommend to the Board the appointment of the Trust’s internal and external auditors;
- 3.9 Advising 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;
- 3.10 Overseeing the effective implementation of any agreed recommendations from internal and external audit;
- 3.11 To review the Trust’s draft annual accounts and management letter from the external auditor;
- 3.12 To annually review the Trust’s Counter Fraud & Corruption Policy;
- 3.13 To 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;
- 3.14 To monitor the Trust’s arrangements for securing value for money and ensuring regularity and propriety;
- 3.15 To annually review the effectiveness of the Trusts corporate governance arrangements, internal controls and risk management systems.
- 3.16 To ensure findings are shared with appropriate Directors, Governors and Staff and to review and monitor Governance and Management's response to findings;
- 3.17 To prepare an annual report for submission to the Board on the work of the Committee including an opinion on the effectiveness of corporate governance arrangements, internal controls and risk management systems;
- 3.18 To review any relevant ESFA or National Audit Office reports;
- 3.19 To review as appropriate any financial benchmarking reports or returns;
- 3.20 To review the Committee’s Terms of Reference on an annual basis and propose any changes to the Board.
- 3.21 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 students across the NPCAT schools.

4 Local Governing Bodies

- 4.1 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.
- 4.2 It is the responsibility of the LGB to:

- 4.2.1 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;
- 4.2.2 Support development and ongoing review and update of the School Self-Evaluation and School Improvement Plan;
- 4.2.3 Ensure high outcomes for pupils and young people;
- 4.2.4 Uphold the Catholic ethos of the School and Academy Trust;
- 4.2.5 Identify and deal with areas of underperformance, including the implementation of the School Improvement Plan;
- 4.2.6 Use the resources available to the school to raise standards and provide evidence of the success of the strategies adopted;
- 4.2.7 Raise staff performance through robust performance management and recruitment;
- 4.2.8 Ensure that the curriculum policy is in line with the strategic aims and values of the Trust;
- 4.2.9 Liaise with and receive reports from the NPCAT as appropriate, and to make recommendations as appropriate about the matters being considered by the Board that impact on the individual school;
- 4.2.10 Seek to understand how the school is led and managed. The school principal will report termly on how the school is fulfilling the trust's ethos, vision and strategy.
- 4.2.11 Review and monitor the school's agreed budget plan and staffing structure to support delivery of school key priorities.
- 4.2.12 Agree the arrangements for self-evaluation and monitoring of the LGB's performance;
- 4.2.13 Act as the panel when reviewing the school principal's decisions on exclusions, and parental complaints;
- 4.2.14 Be the consultative body for the school's stakeholders;
- 4.2.15 Represent the school's stakeholders;
- 4.2.16 Forge links with the community;
- 4.2.17 Act as an ambassador for the school.
- 4.3 In order to decide how resources will be deployed to achieve this, the LGB shall:
 - 4.3.1 Implement and monitor all Trust wide policies;
 - 4.3.2 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;

- 4.3.3 Contribute to the formulation of the school’s budget and assess its implications for the school in consultation with the Headteacher, in advance of the financial year involved, drawing any matters of significance or concern to the attention of the CEO and COO;
- 4.3.4 Monitor and review expenditure and ensure compliance with the overall financial plan for the school;
- 4.3.5 Agree an annual plan for the expenditure of Pupil and Sports Premium and to monitor both actual spending and impact on student progress;
- 4.3.6 Appoint all staff except the Headteacher and other staff identified in the Scheme of Delegation;
- 4.3.7 Support the Headteacher in recruitment and selection;
- 4.3.8 Monitor the effectiveness of performance management in relation to improved outcomes;
- 4.3.9 Govern admissions and appoint a panel to apply admissions criteria in accordance with NPCAT policy, DSS Guidance, the Admissions Code and with due regard to any locally agreed fair access protocols;
- 4.3.10 Establish exclusion appeal panels in accordance with appropriate DfE regulations;
- 4.3.11 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;
- 4.3.12 Develop and implement appropriate risk management strategies and maintain a risk register that is subject to review at each meeting;
- 4.3.13 Monitor and be accountable for standards, and as such prepare an annual report for submission to the Board (or more frequently, if requested) on the work of the LGB including an opinion on the effectiveness of corporate governance arrangements, internal controls and risk management systems;
- 4.3.14 Review any relevant ESFA or other key reports;
- 4.3.15 Review as appropriate any financial benchmarking reports or returns;
- 4.3.16 In exercising its responsibilities, the LGB will have as a core principle the provision of the best possible, authentic Catholic education for all pupils or students in the school.

5 Delegation of Responsibilities to the Chief Executive Officer (CEO)

- 5.1 The Local Governing Body acknowledge that the following responsibilities have been delegated to the Chief Executive Officer:
- 5.2 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;

- 5.3 Advising the Trust on strategic direction, forward planning and quality assurance;
- 5.4 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 Head Teachers including advising Local Governors on setting appraisal targets and performance against appraisal targets;
- 5.5 As Accounting Officer for the Trust, overall accountability and management of the Trust budget, and oversight of the individual school's budget.
- 5.6 Advising the Trust on the appointment of all Leadership posts across the Trust, including the Head Teacher 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.
- 5.7 Delegation of responsibility up to and including dismissal for all staff employed by the Trust, centrally or in its schools, other than Head Teachers, which will remain the responsibility of the Directors.
- 5.8 And all such additional functions as may be assigned under the job description or contract of employment.

6 Delegation of Responsibilities to the Chief Operating Officer (COO)

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

7 Delegation of Responsibilities to the Head Teacher or Executive Head Teacher (Principal)

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

- 7.3 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;
- 7.4 Advising the LGB on strategic direction, forward planning and quality assurance;
- 7.5 Managing the delegated budget and resources agreed by the NPCAT Board;
- 7.6 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).
- 7.7 And all such additional functions as may be assigned under the job description or contract of employment.

8 Head Teacher and Chair of LGB Forums

- 8.1 NPCAT will establish a Head Teacher Forum and a Chairs' Forum. Neither will have delegated powers; their purpose is consultative and to provide a forum for two-way communication.
- 8.2 To develop an understanding and an interest in the Trust's tasks, so that all parties co-operate in delivering outcomes across Trust schools.
- 8.3 To discuss any organisation, governance and management changes.
- 8.4 To ensure that individual schools are well informed about the policies and activities of the Trust.
- 8.5 To contribute to the maintenance of good relations between Trust Board, Central Team and individual schools.
- 8.6 To jointly examine problems and to acknowledge each other's views in reaching an acceptable solution.
- 8.7 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.

9 Interim Advisory Boards

- 9.1 In special circumstances the Trust Board will establish an Interim Advisory Board (IAB) for governance of a school where appropriate. The Trust Board will appoint the Chair giving consideration to the nature and additional work that will be required.
- 9.2 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.

- 9.3 The Role of the Chair(Vice-Chair) of the IAB may include but will not be restricted to;
 - 9.3.1 Ensuring the education provided is in accordance with the teachings of the Catholic faith and any instructions from the Diocesan Bishop.
 - 9.3.2 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.
 - 9.3.3 Ensuring the IAB's affairs are conducted in accordance with the law;
 - 9.3.4 Developing plans to drive school improvement including working with the School Standards Officer, Headteacher, senior management team, staff and wider Academy Trust;
 - 9.3.5 Working with the Trust to identify and address any HR, financial or business process issues which are having an impact on the performance of the school;
 - 9.3.6 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;
 - 9.3.7 Ensuring all IAB members accept collective responsibility for decisions taken at meetings;
 - 9.3.8 Ensuring any safeguarding issues are addressed rapidly and effectively;
 - 9.3.9 Working with a school improvement lead to begin to understand the post-Ofsted action plan delivery and progress monitoring.
 - 9.3.10 The Vice-Chair will lead on any staff disciplinary or disciplinary appeals panels or similar in line with the Scheme of Delegation.
 - 9.3.11 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.
- 9.4 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.
- 9.5 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.
- 9.6 The duties of the IAB are summarised under the following key roles; strategic leaders of the school, critical friend to the school's senior leadership team, holding the headteacher and SLT to account, and to be accountable to any interested party of the school's performance.
 - 9.6.1 Be strategic leaders of the school by:

- 9.6.1.1 Setting with school leaders the ethos and strategic vision for the school
- 9.6.1.2 Setting targets for school improvement;
- 9.6.1.3 Overseeing the conduct of the school leadership and management including performance management as per the Trust's School Improvement Framework.
- 9.6.1.4 With the support of the COO and in line with the Scheme of Delegation, oversee the management of the school's delegated budget.
- 9.6.1.5 Proposing the curriculum offered to the Trust;
- 9.6.1.6 Proposing staffing structures and arrangements to the Trust;
- 9.6.1.7 Proposing pay and performance management arrangements, in line with the Scheme of Delegation to the Trust;
- 9.6.1.8 The application of Trust wide policies and the review of individual school policies that the school must operate;
- 9.6.1.9 Proposing the appointment of staff positions determined by the IAB in line with the Trust's Scheme of Delegation.
- 9.6.2 Act as critical friend to the school's senior leadership team by:
 - 9.6.2.1 Monitoring the Catholic Life, teaching of RE and Collective Worship within the school.
 - 9.6.2.2 Monitoring the quality of provision and standards of achievement within the school;
 - 9.6.2.3 Monitoring performance against targets set by the IAB;
 - 9.6.2.4 Monitoring the implementation of the planning and policy framework set by the Trust and its impact on standards of achievement;
 - 9.6.2.5 Identifying strengths, weaknesses and priorities for development with the SLT;
 - 9.6.2.6 Signing of the School Evaluation Plan/document and ensuring it is regularly updated;
 - 9.6.2.7 Ensuring the school complies with statutory requirements;
 - 9.6.2.8 Providing challenge and support to the Headteacher and SLT.
- 9.6.3 Hold the Headteacher and SLT to account and be accountable to any interested party for the school's performance by:
 - 9.6.3.1 Receiving regular information from the Headteacher and SLT on the performance of all aspects of the school;

- 9.6.3.2 Applying the Trust performance management policy and monitoring its implementation;
 - 9.6.3.3 Reviewing the performance management of the Headteacher by the Trust's appointed Standards Officer and monitoring progress towards agreed targets;
 - 9.6.3.4 Ensuring that the School Profile is updated annually (as required);
 - 9.6.3.5 Ensuring that the annual school prospectus meets statutory requirements (as required);
- 9.7 Where an IAB is in place, the role of the Headteacher is as follows:
- 9.7.1 Working with the designated School Standards Officer, the 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 Headteacher and SLT will fully co-operate with the IAB and work in partnership to secure effective governance of the school.
 - 9.7.2 The 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.
 - 9.7.3 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 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.
- 9.8 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.
- 9.9 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.