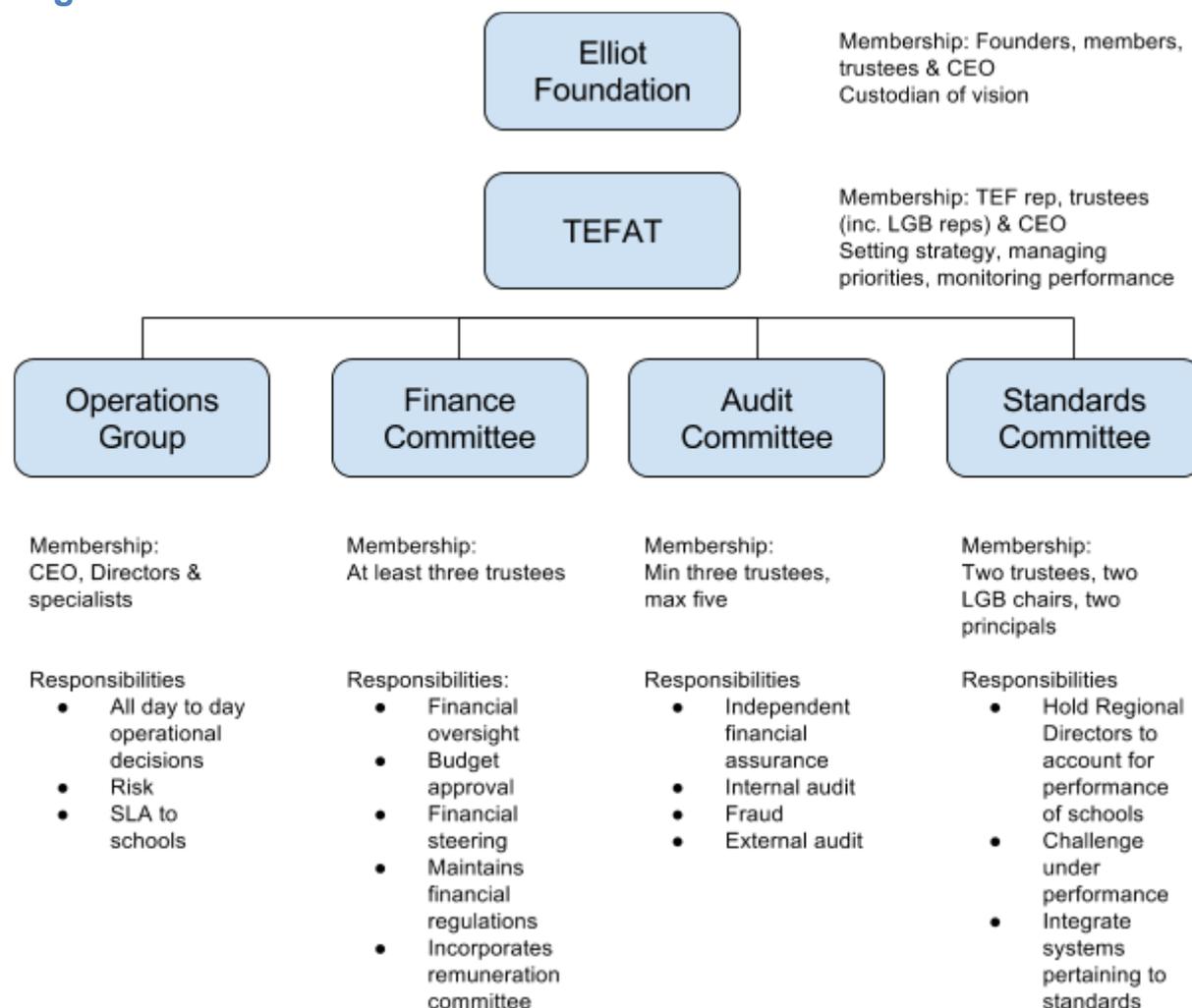


# Elliot Foundation: Structure and terms of reference

## Org chart



## TEF

### Membership

- Founders
- Trustees (volunteers)
- CEO of TEFAT ex officio

### Meets

At least twice a year

### Terms of reference

- Custodian of the vision

- Critical friend to TEFAT

## TEFAT

### Membership

- Representative of TEF (Chair)
- Principal and governor representatives
- CEO

### Meets

Every eight weeks on a Friday

### Terms of reference

Terms of Reference	Reference to TEFAT Articles of Association
To set the structure and terms of reference for committees	100,101
To agree a scheme of delegation for each committee	105, 106,
To keep under review all strategies and budgets in order to effectively manage the organisation	105, 106, 129, 130
To ensure that TEFAT at all times manages its business to support wider community aims	5, 105, 106, 129, 130
To influence TEFAT's strategic direction, in light of the above	5, 105, 106, 129, 130
To ensure that forward strategic planning is effective, including the development of work agendas	5, 105, 106, 129, 130

## Committees

- Finance (including remuneration committee)
- Audit
- Operations Group
- Standards Committee

### Membership

- As defined in terms of reference

### Meets

- As defined in terms of reference

### Terms of reference

- Operations Group – see appendix 1
- Audit – see appendix 2
- Finance – see appendix 3
- Standards – see appendix 4

## Directorate liaison groups

### Membership

- Director leads, convenes and services
- Principal reps
- Others by invitation where relevant

### Meets

As and when required

### Terms of reference

- To model a high-level performance environment, within TEFAT and national frameworks
- In relation to each Directorate
  - o To critically evaluate areas of work ensuring continuous improvement takes place
  - o To review resource allocation to ensure that agreed priorities are achieved
  - o To set the direction of work groups linked to strategy and to performance indicators
  - o To monitor and evaluate work agendas of short and longer term projects all time bound to achieve specific objectives

## Working groups

These come on stream directed through TEFAT or a Directorate Liaison Groups to undertake particular work programmes.

## Appendix 1

### The Elliot Foundation Academies Trust

#### Operations Group - Terms of reference

##### Membership

CEO (chair)

Finance Director

HR and Governance Director

Development Director

Programme Director

Premises and Estates Director

Innovations Director

Regional Directors

##### Quorum

Three directors

##### Frequency of meetings

Weekly or as required

##### Objectives

- To track key and critical activities of TEFAT
- To agree action to ensure that TEFAT operational activities are on track
- To assess risks and agree mitigation
- To make decisions where the authority has been delegated from the TEFAT Board
- To agree working groups for short term requirements

## Appendix 2

### The Elliot Foundation Academies Trust

#### Audit Committee - Terms of Reference

##### 1 Constitution

- 1.1 The board of directors (the **Directors or Trustees**) of the Elliot Foundation Academies Trust (the **Trust Board**) hereby resolves to establish a committee of the Trust Board to be known as the Audit Committee (the **Committee**).
  
- 1.2 The Directors recognise the overriding principles of the Academies Financial Handbook (the **AFA**) and that the Audit Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Committee the Directors will adhere to the principles of the AFA and:
  - 1.2.1 staff employed by the Trust will not be members of the Committee, but may attend meetings to provide information and participate in discussions;
  - 1.2.2 the Accounting Officer and other relevant senior staff will routinely attend committee meetings in the capacity set out in paragraph 1.2.1.

##### 2 Membership

- 2.1 The Committee shall have a minimum of three members and a maximum of five members. A majority of Committee members must be Directors or Trustees of the Trust Board and the Directors or Trustees will ensure Committee members have the necessary skills, background and experience to properly fulfil the Committee functions.
  
- 2.2 The Committee's current members are:
  - 2.2.1 See TEFAT website
  
- 2.3 No more than two members of the Finance Committee can be appointed as members of the Audit Committee.

- 2.4 Subject to paragraph 2.5, the Committee shall at the first meeting of each academic year elect a member to act as chair of the Committee (the **Chair**). The Committee will elect a temporary replacement from among the members present at the meeting in the absence of the Chair.
- 2.5 No person may act as Chair under paragraph 2.4 unless they are also a member of the Trust Board.
- 2.6 The CEO shall ensure that a clerk is provided to take minutes at meetings of the Committee.
- 2.7 The Committee may invite attendance at meetings from persons who are not Trustees or Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

### **3 Remit and responsibilities of the Committee**

- 3.1 The Committee shall be responsible for the matters set out in the Schedule.

### **4 Proceedings of Committee meetings**

- 4.1 The Committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.
- 4.2 Any two Committee members can request that the Chair convene a meeting by giving no less than [14 days] prior notice.
- 4.3 The quorum for the transaction of the business of the Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Directors of the Trust.
- 4.4 Every matter to be decided at a meeting of the Committee must be determined by a majority of the votes of the members present and voting on the matter.
- 4.5 Each member present in person shall be entitled to one vote.



- 4.6 Where there is an equal division of votes the Chair shall have a casting vote.
- 4.7 A register of attendance shall be kept for each Committee meeting and published annually.

## **5 Authority**

- 5.1 The Committee is authorised by the Trust Board to:
  - 5.1.1 carry on any activity authorised by these terms of reference; and
  - 5.1.2 seek any appropriate information that it requires from any officer of the Trust and all officers shall be directed to co-operate with any request made.

## **6 Reporting Procedures**

- 6.1 Within 14 days of each meeting the Committee will:
  - 6.1.1 produce and agree minutes of its meetings;
  - 6.1.2 provide a summary document identifying (i) decisions made, (ii) recommendations to the Trust Board, (iii) any items for the information of the Trust Board and (iv) items for further discussion by the Trust Board.

(together called the “**Committee Reports**”).

- 6.2 The Committee Reports can be agreed by Committee members by email.
- 6.3 The Committee Reports will be sent to the Trust Board within 21 days following each Committee meeting.
- 6.4 The Committee shall arrange for the production and delivery of such other reports or updates as requested by the Trust Board from time to time.



6.5 The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.

**Approved 16th Dec 2016**



# The Elliot Foundation Academies Trust

## Finance Committee - Terms of Reference

### 1. Constitution

- 1.1. The board of directors or Trustees (the **Directors or Trustees**) of The Elliot Foundation Academies Trust (the **Trust Board**) hereby resolves to establish a committee of the Trust Board to be known as the Finance Committee (the **Committee**).

### 2. Membership

- 2.1. The Committee shall have a minimum of three members and a maximum of five members. A majority of Committee members must be Directors or Trustees of the Trust Board and also may include one additional persons who is not a Director or Trustee.
- 2.2. The Committee's current members are:
  - 2.2.1. See website
- 2.3. Subject to paragraph 2.4, the Committee shall at the first meeting of each academic year elect a member to act as chair of the Committee (the **Chair**). The Committee will elect a temporary replacement from among the members present at the meeting in the absence of the Chair.
- 2.4. No person may act as Chair under paragraph 2.3 unless they are also a member of the Trust Board.
- 2.5. The CEO shall ensure that a clerk is provided to take minutes at meetings of the Committee.
- 2.6. The Committee may invite attendance at meetings from persons who are not Directors or Trustees or Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

### **3. Remit and responsibilities of the Committee**

3.1. The Committee shall be responsible for the matters set out in the Schedule.

### **4. Proceedings of Committee meetings**

4.1. The Committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.

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

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

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

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

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

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

### **5. Authority**

5.1. The Committee is authorised by the Trust Board to:

5.1.1. carry on any activity authorised by these terms of reference; and



5.1.2. seek any appropriate information that it requires from any officer of the Trust and all officers shall be directed to co-operate with any request made.

## 6. Reporting Procedures

6.1. Within 14 days of each meeting the Committee will:

6.1.1. produce and agree minutes of its meetings;

6.1.2. provide a summary document identifying (i) decisions made, (ii) recommendations to the Trust Board, (iii) any items for the information of the Trust Board and (iv) items for further discussion by the Trust Board.

6.1.3. (together called the "**Committee Reports**").

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

6.3. The Committee Reports will be sent to the Trust Board within 21 days following each Committee meeting.

6.4. The Committee shall arrange for the production and delivery of such other reports or updates as requested by the Trust Board from time to time.

6.5. The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.

**Approved 16th Dec 2016**

## Schedule

### Responsibilities of the Finance Committee

1. To consider the academies indicative funding, notified annual by the DfE, and to assess its implications for the academy, in consultation with the principal, in advance of the financial year, drawing any matters of significance or concern to the attention of the board.
2. To consider and recommend acceptance/non-acceptance of each academy's budget, at the start of each financial year. To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the TEFAT and academy development priorities.
3. To contribute to the formulation of each academy's development plan, through the consideration of financial priorities and proposals, in consultation with principals, with the stated and agreed terms and objectives of each academy.
4. To receive reports on staffing, as appropriate, and make recommendations about the financial aspects of matters being considered.
5. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for each academy.
6. To establish and maintain a structure for delegated authority.
7. To establish and maintain a TEF Procurement Guide and ensure a register of high value contracts is maintained and kept up to date.
8. To monitor reports of cashflow.
9. To monitor summary reports of actual expenditure and income by Academy against budget supplied by the Finance Director.
10. To monitor all material movement of current asset and liabilities within consolidated monthly management reports.
11. To monitor summary reports of forecast end of year out-turn by Academy supplied by the Finance Director.

#### General

12. Reviewing or investigating any other matters referred to the Committee by the Trust Board.
13. Drawing any significant recommendations and matters of concern to the attention of the Trust Board.

# The Elliot Foundation Academies Trust (the Trust)

## Standards Committee - Terms of Reference

### 1. Constitution

- 1.1. The board of directors (the **Directors or Trustees**) of the Elliot Foundation Academies Trust (the **Trust Board**) hereby resolves to establish a committee of the Trust Board to be known as the Standards Committee (the **Committee**).

### 2. Membership

- 2.1. The Committee shall have a minimum of five members. At least two of the Committee members must be Trustees of the Trust Board and the Trustees will ensure Committee members have the necessary skills, background and experience to properly fulfil the Committee functions.

- 2.2. The Committee's current members are:

- 2.2.1. See TEFAT website

- 2.3. Subject to paragraph 2.5, the Committee shall at the first meeting of each academic year elect a member to act as chair of the Committee (the **Chair**). The Committee will elect a temporary replacement from among the members present at the meeting in the absence of the Chair.

- 2.4. No person may act as Chair under paragraph 2.4 unless they are also a member of the Trust Board.

- 2.5. The CEO shall ensure that a clerk is provided to take minutes at meetings of the Committee.

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

### 3. Remit and responsibilities of the Committee



3.1. The Committee shall be responsible for the matters set out in the Schedule.

#### **4. Proceedings of Committee meetings**

4.1. The Committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.

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

4.3. The quorum for the transaction of the business of the Committee shall be three members of which at least one must be a trustee and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Directors of the Trust.

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

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

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

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

#### **5. Authority**

5.1. The Committee is authorised by the Trust Board to:

5.1.1. carry on any activity authorised by these terms of reference; and

5.1.2. seek any appropriate information that it requires from any officer of the Trust and all officers shall be directed to co-operate with any request made.

#### **6. Reporting Procedures**



6.1. Within 14 days of each meeting the Committee will:

6.1.1. produce and agree minutes of its meetings;

6.1.2. provide a summary document identifying (i) decisions made, (ii) recommendations to the Trust Board, (iii) any items for the information of the Trust Board and (iv) items for further discussion by the Trust Board.

6.1.2.1.1. (together called the “**Committee Reports**”).

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

6.3. The Committee Reports will be sent to the Trust Board within 21 days following each Committee meeting.

6.4. The Committee shall arrange for the production and delivery of such other reports or updates as requested by the Trust Board from time to time.

6.5. The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.

**Approved 16th Dec 2016**

## Schedule

### Responsibilities for the Standards Committee



As guardians of the vision for The Elliot Foundation Academies Trust, the Standards Board will ensure that each academy is performing at, or above national standards.

**MEMBERSHIP:**

- Two Trustees
- Chair of a Local Governing Body
- Two Principals with Ofsted outstanding judgements for leadership

**PURPOSE:**

1. Support the aims and ethos of the Trust
2. Focus on the quality and breadth of teaching and learning
3. Monitor standards and progress relating to children and their learning
4. Challenge underperformance within academies
5. Understand the targets which have been set in each academy
6. Monitor the progress of pupils in all academies
7. Evaluate the impact of T&L on end of year attainment
8. Understand the headlines from RAISEonline and analyse and understand performance trends over time
9. Monitor the use of Pupil Premium in raising attainment
10. Understand the performance of pupil groups across the academies in relation to national standards
11. Review TEFAT policies which relate to raising standards