

# Trust Governance and Scheme of Delegation

January 2022

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## Introduction

This document sets out the Governance arrangements for The Prospect Trust (the Trust) and its Academies. It summarises governance duties and responsibilities of each main body within the Trust. It includes a detailed Scheme of Delegation, providing clarity around the role and responsibilities of the Trust Board versus those of Academy Quality Councils.

The Prospect Trust wishes to allow participating Academies autonomy to maintain their name and reputation where appropriate. These guidelines set out how Academies will operate within the discretion and control allocated to them. The Trust has the legal and moral right to vary any delegated powers allocated to an Academy where the Academy is not achieving its targets or meeting educational needs as required and set out by the Trust.

## 1. What is The Prospect Trust?

The Prospect Trust came into being in June 2017 as a multi-Academy trust. Its main purpose is to enable strategic collaboration between educational organisations in order to maintain and improve standards. It is an exempt charity.

**Vision**      **The Prospect Trust** is the dynamo at the core of an effective, efficient educational hub; supporting, enabling and driving excellence in all our Academies

**Mission**      **Our aim** is to provide outstanding education for 5-18 year old learners through our family of local academies:

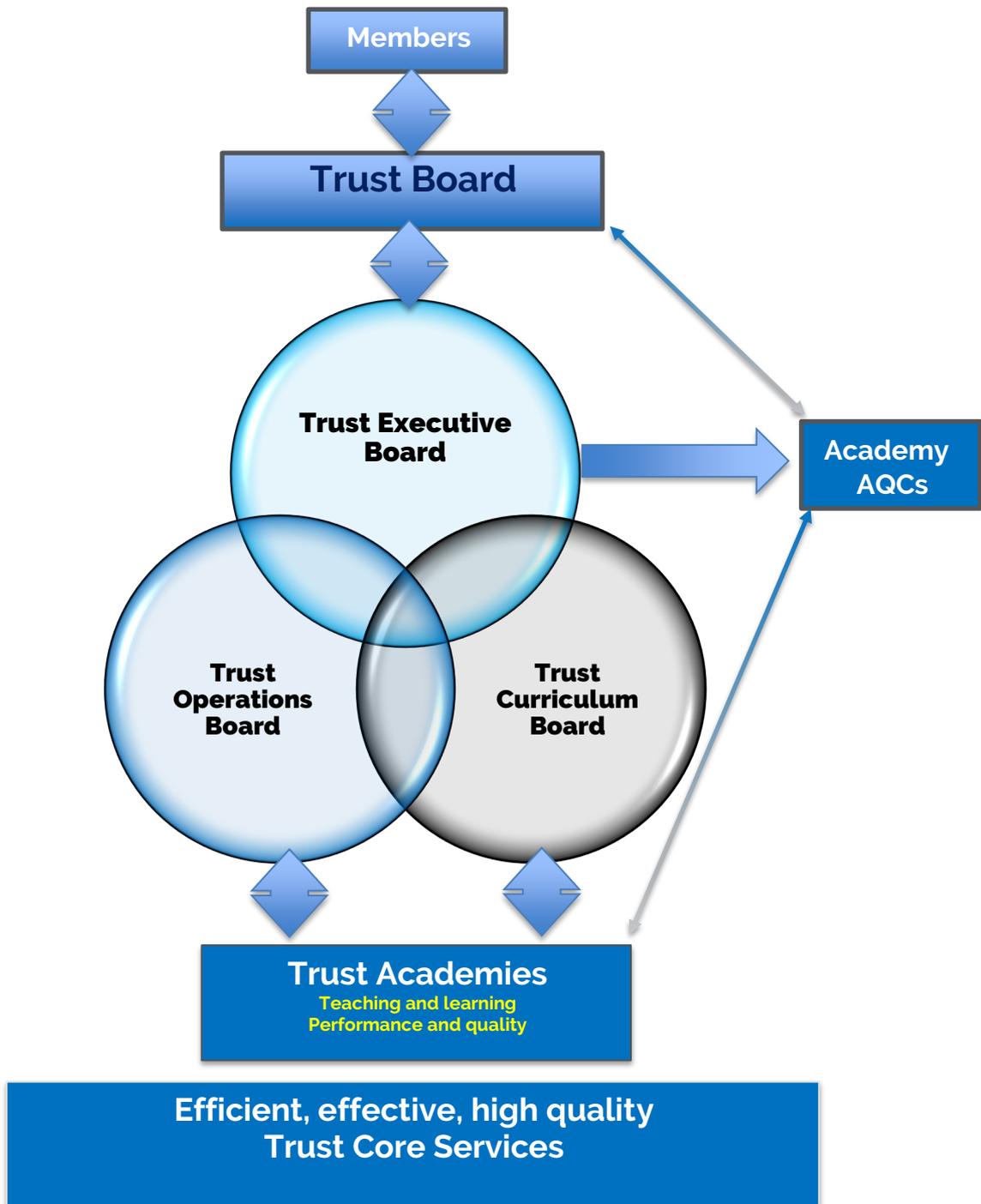
The Trust's **core values** are these:

- **Partnership**      working together we can deliver better, and more effectively, than working alone
- **Restlessness**      the current state is never good enough
- **Trust**              open and transparent in everything we do
- **Quality**             aspire to be the best in everything we do

The Trust's **strategic priorities** are to:

1. Develop skilled and effective teachers to implement our pedagogic priorities and deliver outstanding education and outcomes for all of our learners
2. Improve progression opportunities for all our learners, raising aspirations and smoothing transition cliff edges
3. Embed a culture of collaborative working and sharing good practice across all Trust academies
4. Develop an innovative, inspirational workforce with outstanding opportunities for career progression
5. Build on strong purposeful relationships with business and community partners
6. Expand the Trust, creating a business model for operation which is efficient and financially sustainable

## 2. Trust Management and Governance Structure



### 3. Trust Members

#### Key Responsibilities

- Approve the Trust's Articles of Association
- Approve the Trust Board's Constitution and Terms of Reference
- Appoint and remove Trustees including the Chair
- Appoint new Members in conjunction with Trust Board input
- Oversee the effectiveness of the Trust governance structure
- Attend the AGM
- Appoint/remove the Trust's external auditors; receive the Trust's audited annual accounts
- Wind up TPT, if necessary

#### Key Characteristics

Members are the guardians of the ethos and effectiveness of the Trust. They take a 'hands-off, eyes on' role, providing oversight and challenge with no fiduciary duties i.e. no legal obligation to act for someone else's benefit. There are a maximum of five Members who meet at least once (the AGM) per academic year. The quorum for a meeting is 3 Members either in person or by proxy. Members will remain in post until they resign, are removed from post or unable to continue as a Member as detailed in the Articles of Association. Any Member can attend Trust Board meetings as an observer.

### 4. Trust Board

#### Key Responsibilities

- Determine the mission, ethos and key strategic priorities of the Trust
- Ensure compliance with all policies and statutory requirements
- Exercise fiduciary responsibility and accountability for the Trust and all of its Academies
- Receive Annual Quality Improvement Plans for each individual Academy in the Trust
- Determine the Scheme of Delegation for each Trust Academy annually
- Review and determine targets for learner achievement for the Trust and for each Academy
- Approve the budgets for each Academy linked to the Strategic Plans, as advised by the Audit and Risk Committee
- Approve a Curriculum Plan and Pedagogic Priorities for the Trust (and for each Academy if required)
- Appoint all Trust senior post holders including Academy Heads/Principals and the Trust Executive leadership team
- Approve the pay structure for staff in the Trust
- Review the performance of the Trust CEO and agree his/her remuneration
- Review the performance of each Academy Head/Principal in conjunction with the CEO/AQC Chair
- Recommend to Members appointment and removal of Trustees
- Define the TORs for each sub-committee of the Trust Board including AQCs
- Appoint the Chair and Vice Chair of each AQC on the recommendation of the CEO
- Oversee Trust operations, ensure assets are protected and that it remains solvent, as advised by the Audit and Risk Committee
- Hold the CEO to account

#### Key Characteristics

Trustees recruited on basis of Trust Board skills and experience matrix for a term of four years, with no maximum. Additional Trustees can be co-opted by the Board if additional skills are needed. Trustees may be liable for negligence if not acting honestly and reasonably. A quorum requires three Trustees or, where greater, one third of Trustees in post.

## 5. Academy Quality Councils

### Key Responsibilities

- Provide appropriate challenge, holding the Academy Head/Principal to account for the Academy's performance with strong focus on learner achievement
- Ensure that the Academy
  - Operates in support of the mission and ethos of the Trust
  - Contributes to the Trust's key strategic priorities
  - Complies with the Scheme of Delegation set by the Trust Board
- Approve the Academy's annual Quality Improvement Plan (prepared by the Academy Head/Principal in close liaison with the Director of Education) for recommendation to the Trust Board
- Monitor progress against agreed performance targets for the quality of teaching and learning, attendance and behaviour
- Engage with wider Academy activities as a means of monitoring overall quality
- Safeguarding of learners and staff
- Deal with any appeals regarding learner exclusion (in pre-16 Academies) or staff disciplinary matters as appropriate

### Key Characteristics

AQCs are critical advisory committees of the Trust Board with no specific legal status, meeting on average, six times per year. Ideally, they comprise ten to twelve people (Councillors) including stakeholder representatives e.g. learners, parents, staff, and the local community including (in the case of a Church Academy) the Diocese. AQCs work to levels of authority delegated from the Trust Board. These may vary by Academy and over time depending on performance. Trust Board members may attend AQC meetings. AQC members including the Chair and Vice Chair are appointed and removed by the Trust Board.

### AQC Chair – Key Responsibilities

- Encourage all councillors to fully participate in AQC meetings and training sessions as required
- Ensure that the AQC complies with the Trust's Scheme of Delegation
- Hold the Academy Head/Principal to account
- Attend Trust Board meetings to represent the views of the AQC
- Receive notes from the Executive, Curriculum and Operations Boards
- May attend any of the Board meetings above
- Develop an effective working relationship with the Head/Principal and senior staff through regular communication between meetings
- Contribute to the appraisal of the Academy Head/Principal

## 6. Scheme of Delegation

The sections below outline the accountabilities of the Trust Board and the responsibilities which have been delegated to the Academy Quality Council (AQC). The Scheme of Delegation may be tailored to each Trust Academy and will be reviewed at least annually by the Trust Board.

The Scheme of Delegation below covers the following sections: Vision, mission and values; Academy performance and quality improvement; Teaching and learning; Safeguarding; Learner behaviour and wellbeing; Governance; Finance; Estates; Health and safety; Data protection; HR and staffing; Admissions; Complaints; Inspection; Stakeholder engagement.

## Scheme of Delegation

### 1) Vision, mission and values of the Trust

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>● Accountable for setting and delivering the vision, values and strategic plans for the Trust along with financial projections</li> <li>● Considers, approves and monitors to ensure new academies are suited to joining the Trust</li> <li>● Accountable for delivering the benefits of collaboration across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>● Contribute to the development and review of the Trust's vision, mission and values, and implement it locally</li> <li>● Contribute to the development of the Academy's own vision, mission and values to be consistent with those of the Trust</li> <li>● Responsible for ensuring the Academy contributes to, and benefits from, collaboration across the Trust</li> </ul>

### 2) Academy performance and quality improvement

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>● Accountable for the quality improvement plans (QIPs) set by the AQC for each Academy</li> <li>● Approves QIPs and reviews progress against targets</li> <li>● Accountable for the setting and achievement, of targets for the Trust and each Academy</li> <li>● Accountable for ensuring rigorous analysis of learner progress and attainment across the Trust</li> <li>● Accountable for setting learner performance targets for Academies across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>● Responsible for monitoring implementation of the Academy's QIP, in line with the Trust strategic plan, receiving regular progress reports</li> <li>● Responsible for identifying and monitoring the progress of priority departments in the Academy; considers and reports to the Trust on progress</li> <li>● Responsible for analysing learner progress and attainment data in order to monitor and improve performance and meet the Academy targets for all learners</li> <li>● Report on Academy progress to the Trust</li> </ul>

### 3) Teaching and learning

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>● Accountable for setting the expectations for teaching and learning across the Trust, including the curriculum</li> <li>● Accountable for the provision of a wide, balanced and cultural education to learners within the Trust preparing them for life beyond the Academy</li> <li>● Review and approve plans and monitor progress</li> <li>● Accountable for the quality of teaching across the Trust</li> <li>● Accountable for setting relevant policies for teaching across the Trust including the provision for vulnerable learners</li> </ul>	<ul style="list-style-type: none"> <li>● Monitor, analyse and evaluate the quality of teaching and learning across the Academy in line with the Trust's expectations</li> <li>● Consider, recommend approval of significant changes to the curriculum, evaluate effectiveness and report on progress</li> <li>● Responsible for monitoring the promotion of British values and provision of social, cultural, mental and physical development for Academy learners</li> <li>● Ensure the Academy provides independent careers information advice and guidance</li> </ul>

<ul style="list-style-type: none"> <li>● Accountable for creating a culture of collaborative self-evaluation and continuous improvement across the Trust including subject/Academy reviews as required</li> <li>● Accountable for compliance with relevant Equality and Diversity legislation</li> </ul>	<ul style="list-style-type: none"> <li>● Responsible for monitoring the outcomes and performance of vulnerable learners in the Academy</li> <li>● Responsible for monitoring and analysing the Academy self-evaluation activities ensuring actions link to the Academy QIP</li> <li>● Appoint a link Councillor for SEND</li> <li>● Appoint a link Councillor for Equality &amp; Diversity</li> </ul>
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#### 4) Safeguarding

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>● Accountable for setting safeguarding procedures and the Child Protection Policy for the Trust having regard for the Prevent Duty statutory guidance</li> <li>● Responsible for determining Trust procedures for safer recruitment of staff and undertaking an annual safeguarding audit of safer recruitment procedures</li> <li>● Accountable for maintenance of the Single Central Register for the Trust</li> <li>● Accountable for coordinating the annual safeguarding audit for the Trust</li> </ul>	<ul style="list-style-type: none"> <li>● Appoint a link Councillor for Safeguarding</li> <li>● Implement and monitor effectiveness of all safeguarding and child protection procedures including the Prevent Duty</li> <li>● Responsible for overseeing an annual safeguarding audit of the Academy</li> </ul>

#### 5) Learner behaviour and wellbeing

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>● Accountable for setting the expectations for learner behaviour and wellbeing through the strategic vision</li> </ul>	<ul style="list-style-type: none"> <li>● Accountable for monitoring the relevant behaviour and discipline policies for the Academy</li> <li>● Accountable for monitoring attendance figures and those relating to learner wellbeing</li> </ul>

#### 6) Governance

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>● Accountable for the setting of Trust wide policies where appropriate and the monitoring of their implementation across the Trust</li> <li>● Accountable for the maintenance of the Trust and Members registers of interests</li> <li>● Establish sub-committees and AQCs as needed</li> <li>● Approve AQC Chairs and members</li> <li>● Approve governance delegation framework inc. annual review of Scheme of Delegation</li> <li>● Accountable for the Trust Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>● Responsible for the Academy's implementation and adherence to Trust policies</li> <li>● Accountable for setting local Academy policies and procedures where appropriate</li> <li>● Ensure representation of parent, staff and student (if appropriate) members of the AQC and recommend appointment to Board</li> <li>● Appoint link Councillors for Safeguarding, SEND and Equality and Diversity</li> </ul>

<ul style="list-style-type: none"> <li>Accountable for the regular self-evaluation of the governance of the Trust including the Board, the AQC's and committees including skills audits where needed</li> </ul>	<ul style="list-style-type: none"> <li>Implement responsibilities and ensure the Academy operates within the terms of the Scheme of Delegation</li> <li>Responsible for self-evaluation activities relevant to the performance of the AQC including skills audits</li> <li>Monitor Academy Risk Register (curriculum) and Risk Management Plans as required by the Board</li> </ul>
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## 7) Finance

Trust Board and Audit & Risk Committee:	AQC:
<ul style="list-style-type: none"> <li>Accountable for:               <ul style="list-style-type: none"> <li>determining the level of funding with the DfE/ESFA and for meeting budget targets</li> <li>the approval and submission to the ESFA of the final budget and statutory accounts for each Academy</li> <li>ensuring adherence across the Trust to the Academy Trust Handbook and other statutory requirements</li> <li>the setting of the Trust-wide charging procedures</li> </ul> </li> <li>Approve:               <ul style="list-style-type: none"> <li>annual accounts</li> <li>Trust financial strategy and budget</li> <li>3 year financial forecasts</li> <li>financial procedures</li> </ul> </li> <li>Responsible for:               <ul style="list-style-type: none"> <li>setting overall budget parameters and finance KPIs for the Trust and for each Academy</li> <li>the receiving of termly budget reports and monitoring the performance of the Academies in line with above, taking action as required within the delegated limits set by the budgets</li> <li>achieving efficiency and value for money across the Trust using collaboration and benchmarking where needed</li> <li>monitoring the implementation of the budget for disadvantaged learners across the Trust Academies</li> </ul> </li> <li>Oversee, review and approve audit reports</li> <li>Oversee the Trust's risk register, reviewing the ratings and responses to inform the agreed programme of work, ensuring that checks are modified as appropriate each year</li> </ul>	

## 8) Estates

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>Accountable for agreeing all capital building projects for the Trust</li> <li>Approve expenditure and development plans</li> <li>Oversees planned maintenance programme (PMP) for the Trust estate</li> <li>Accountable for the environmental standards across the Trust</li> </ul>	

## 9) Health and safety

<b>Trust Board:</b>	<b>AQC:</b>
<ul style="list-style-type: none"><li>• Accountable for Health and Safety (H&amp;S) across the Trust, determines the Health and Safety policy and monitors its implementation across the Trust Responsible for the implementation of an annual health and safety audit and the actions required</li><li>• Implement policy and reports on performance</li><li>• Accountable for ensuring that there are Disaster Recovery and Critical Incident plans in place in each Academy in the Trust</li><li>• Accountable for the safety of all staff and learners on Academy trips</li></ul>	<ul style="list-style-type: none"><li>• Responsible for compliance with the Trust H&amp;S policy and determining the local Academy procedures as required</li></ul>

## 10) Data protection

<b>Trust Board:</b>	<b>AQC:</b>
<ul style="list-style-type: none"><li>• Accountable for Trust compliance with data protection legislation</li></ul>	

## 11) HR and staffing

<b>Trust Board:</b>	<b>AQC:</b>
<ul style="list-style-type: none"><li>• Accountable, as the employer, for all staff across the Trust and acts as the ultimate body of appeal for HR issues</li><li>• Oversee staffing structures and determining Trust salary and rewards framework</li><li>• Appoint Trust CEO, members of the Trust leadership team and Academy Heads/Principals</li><li>• Approve performance management framework for CEO, Trust leadership team and Academy Heads/Principals</li><li>• Approve performance management framework</li><li>• Approve remuneration of above based on evaluation of performance</li><li>• Responsible for monitoring the recruitment and retention of staff across the Academies</li><li>• Responsible for monitoring the quality of training and development for all staff in the Academies and for implementation of the Early Careers Framework (ECF)</li></ul>	<ul style="list-style-type: none"><li>• Responsible for monitoring the effect of staff recruitment, induction, retention and CPD, including implementation of the ECF, on the quality of teaching and learning of staff in the Academy</li><li>• Consulted on the appointment of the Head/Principal of the Academy</li><li>• Consulted on the appointment of members of the leadership team and other senior staff</li></ul>

<ul style="list-style-type: none"> <li>• Responsible via the CEO for the appraisal and pay award for the Head/Principal of each Academy</li> <li>• Responsible, along with the CEO and Academy Head/Principal, for the appointment of members of the leadership teams and other senior staff</li> <li>• Responsible for the development of Trust-wide HR policies</li> <li>• Accountable for the adherence to Trust wide HR policies and UK legislation</li> </ul>	
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## 12) Admissions

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>• Accountable for Admissions policies for each Academy in the Trust</li> <li>• Responsible for monitoring admissions trends across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring the Academy's admission arrangements operate within Trust and statutory guidelines</li> </ul>

## 13) Complaints

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>• Accountable for determining a Trust wide complaints policy</li> <li>• Accountable for monitoring the frequency and nature of any complaints across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for ensuring that the Trust's complaints policy is implemented within the Academy</li> <li>• Responsible for monitoring the frequency and nature of any complaints across the Academy</li> </ul>

## 14) Inspection

Trust Board:	AQC:
<ul style="list-style-type: none"> <li>• Accountable for representing the Trust at any relevant meetings during an Ofsted inspection</li> <li>• Accountable for ratifying any action plan following an Ofsted inspection</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for understanding the inspection frameworks and data sources used by external agencies (eg Ofsted, SIAMS) and representing the AQC during inspections</li> <li>• Responsible for implementing the action plan for the Academy following any Ofsted inspection</li> <li>• Responsible for ensuring that parents are informed of any Ofsted inspection and receive any necessary follow up reports afterwards</li> </ul>

## 15) Stakeholder engagement

<b>Trust Board:</b>	<b>AQC:</b>
<ul style="list-style-type: none"><li>Accountable for ensuring that meaningful engagement takes place across the Trust with stakeholders</li></ul>	<ul style="list-style-type: none"><li>Responsible for the ensuring the provision of opportunities for parents, staff, learners and local community to engage with the Academy</li></ul>

## Main Trust Board and Academy Quality Council responsibilities - summative overview

Responsibility	Trust Board	Academy Quality Councils
Vision, values and mission of the Trust	<ul style="list-style-type: none"> <li>Set the vision, values and mission of the Trust and its overall strategic direction in conjunction with Trust Academies and their Academy Quality Councils</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the development and review of the Trust's vision, mission and values, and implement it locally</li> <li>Contribute to development and implementation of the Academy's own vision, values and mission to be consistent with those of the Trust</li> </ul>
Expansion of Trust	<ul style="list-style-type: none"> <li>Consider, approve and monitor expressions of interest to ensure new academies are suited to joining the Trust</li> </ul>	
Accountability	<ul style="list-style-type: none"> <li>Establish sub-committees and AQCs as needed</li> <li>Approve Chairs, Vice Chairs and AQC members</li> <li>Approve governance delegation framework including Scheme of Delegation</li> </ul>	<ul style="list-style-type: none"> <li>Implement delegated responsibilities as per the Scheme of Delegation</li> <li>Ensure elections take place of parent and staff members of AQCs (and learners in post-16 Academies) for recommendation to Board</li> </ul>
Scheme of Delegation	<ul style="list-style-type: none"> <li>Establish and approve Scheme of Delegation</li> </ul>	<ul style="list-style-type: none"> <li>Implement and ensure Academy operates within terms of Scheme of Delegation</li> </ul>
Policies	<ul style="list-style-type: none"> <li>Approve Trust-wide policies</li> </ul>	<ul style="list-style-type: none"> <li>Implement Trust-wide policies</li> <li>Approve Academy specific policies not delegated to the Academy Heads/Principals</li> </ul>
Annual performance targets	<ul style="list-style-type: none"> <li>Review Trust performance, set targets and monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>Implement and report on Academy progress to the Trust</li> </ul>
Quality Improvement Plans and self-evaluation reports	<ul style="list-style-type: none"> <li>Approve Quality Improvement Plans and review progress against targets</li> </ul>	<ul style="list-style-type: none"> <li>Consider and report to Trust on progress</li> <li>Monitor Academy QIP and review progress reports</li> </ul>
Safeguarding and child protection	<ul style="list-style-type: none"> <li>Set policy and monitor compliance</li> <li>Appoint Safeguarding lead Trustee</li> </ul>	<ul style="list-style-type: none"> <li>Implement and monitor all safeguarding and child protection procedures including Prevent Duty</li> <li>Appoint link Councillors for Safeguarding, SEND and Equality and Diversity</li> </ul>

Responsibility	Trust Board	Academy Quality Councils
Curriculum	<ul style="list-style-type: none"> <li>● Accountable for setting the expectations for teaching and learning across the Trust, including determination of the curriculum</li> <li>● Accountable for setting relevant policies for teaching across the Trust including the provision for vulnerable learners and disadvantaged learners</li> </ul>	<ul style="list-style-type: none"> <li>● Consider and recommend approval of significant changes to the curriculum, evaluate effectiveness and report on progress</li> </ul>
Financial strategy, accounts and reporting	<ul style="list-style-type: none"> <li>● Approve annual accounts</li> <li>● Approve Trust financial strategy and budget</li> <li>● Approve three year financial forecasts</li> <li>● Approve financial procedures</li> </ul>	
Risk management, audit and control	<ul style="list-style-type: none"> <li>● Oversee, review and approve audit reports</li> <li>● Appoint internal auditors and agree plan for activity across the Trust</li> <li>● Accountable for Academy Risk Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>● Monitor Academy Risk Register (Curriculum)</li> <li>● Receive Academy Risk Management Plans as required by the Board</li> </ul>
Estates and IT strategies	<ul style="list-style-type: none"> <li>● Approve expenditure and development plans</li> </ul>	<ul style="list-style-type: none"> <li>● Implement and report on progress</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>● Set policies and review performance</li> </ul>	<ul style="list-style-type: none"> <li>● Implement policy and report on performance</li> <li>● Report on breaches to the Trust Executive</li> </ul>
Staffing - senior staff (Trust CEO and Academy Heads/Principals)	<ul style="list-style-type: none"> <li>● Appoint Trust CEO, members of the Trust Executive, Academy Heads/Principals, Academy SLT</li> <li>● Approve performance management framework</li> <li>● Approve remuneration of above based on evaluation of performance</li> </ul>	
Staffing - all other staff	<ul style="list-style-type: none"> <li>● Oversee staffing structures</li> <li>● Determine Trust salary and rewards framework</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure implementation of performance management framework and pay policy and report on progress</li> <li>● Evaluate staffing structures and professional development</li> </ul>
Admissions, exclusions, complaints, disciplinary, grievance	<ul style="list-style-type: none"> <li>● Oversee, develop, approve and monitor Trust policies</li> </ul>	<ul style="list-style-type: none"> <li>● Implement policies</li> <li>● Approve in-year admissions</li> </ul>

## 7. Trust Advisory Forum

- A general feedback forum, enabling the Trust Board to understand how the Trust is working as a whole
- Open to all Members, Trustees and Councillors plus Heads/Principals from all Trust Academies; meets annually
- Chaired by the Chair of Trust Board

## 8. Trust Executive Board

### Key Responsibilities

- Identify effective strategies for Trust improvement to improve outcomes for learners
- Ensure that policies and procedures are adhered to consistently across the Trust
- Challenge and support each other in the delivery of the Trust Mission
- Share good practice across all areas of the Trust's remit
- Comply with the accountabilities demanded by the Trust Board

### Membership

- The Trust Executive Team, Academy Heads/Principals
- There is a standing invitation to the Chair of the Board
- The meetings will be held six times yearly, chaired by TPT CEO

## 9. Trust Curriculum Board

### Key Responsibilities

- Delivery of the National Curriculum at key stages 2-4
- Qualification provision and delivery at key stages 4 and 5
- Ensure pedagogic priorities are enacted and aligned within Academies
- Ensure application of VESPA
- Monitor pastoral support within Academies, including key transition stages
- Monitor and work towards closing the disadvantage gap
- Monitor performance and progress with reference to internal/external accountability frameworks.
- Report student progress

### Membership

- Trust Director of Education (Chair), Teaching and Learning Leads, Pastoral Lead, Quality Lead, Progression Lead. Additional people will be asked to attend where relevant:
  - pedagogic ICT lead;
  - key stage leads;
  - Head of CEIAG;
  - safeguarding lead;
  - SEND lead;
  - HE progression lead;
  - members of SLT as appropriate.
- There is a standing invitation to the CEO, Academy Heads and Principals, Chief Operating Officer and AQC Chairs and the Trust Board Safeguarding lead
- The meetings will be held six times yearly

## 10. Trust Operations Board

### Key Responsibilities

- Ensuring adequate resource for curriculum developments following option appraisal
- Support Trust expansion plans by developing transition plans
- Ensuring a strategic framework is in place for all support services and operations
- Effectively implement rollout of Core Systems Reviews
- Agree and monitor Service Level Agreements with Trust Academies and all other support services
- Agree and monitor Key Performance Indicators
- Develop and review key policies in a timely manner
- Proactively manages risk

### Membership

- Trust Chief Operating Officer (Chair), Director of HR, Director of Operations, Academy Support Service Directors (ICT, MIS & Registry, Software Development); Heads of Service (Financial Services, HR, Facilities & Estates); and School Business Managers. Additional people will be asked to attend where relevant:
  - Data Protection Officer;
  - Health & Safety Advisor;
  - Head of CEIAG;
  - Site Supervisors and/or Grounds Supervisor;
  - Commercial/lettings supervisors;
  - Academy SLT members.
- There is a standing invitation to the CEO, Director of Education, Academy Heads and Principals and AQC Chairs.
- The meetings will be held six times yearly

## **Appendix 1 - People**

### **Members of The Prospect Trust**

- Andrew Lloyd, Chair
- Neil Hopkins
- Su Whelan
- Gemma Foster as Guildford Diocese Representative

### **Trustees of The Prospect Trust**

- Andrew Needham, Chair
- Jo Smithson, Vice Chair
- William Bagnall
- Peter Eyre
- Maria Dawes
- Simon Jarvis
- Andrew Majury
- Alex Tear

### **Academy Quality Councillors**

#### **Frimley Church of England Junior School**

- Tony Ryles, Chair
- Vanessa Land, Vice Chair
- Clare Wright, Head (ex-officio)
- Suzanne Bullen
- Patricia Davies, SEND lead
- Rachel Farage
- Richard Forster
- Sam Laws
- Natalie Stoker
- Anna Stroud

#### **The Sixth Form College, Farnborough**

- Helen Manning, Chair and SEND Lead
- Rachel Holmes, Vice Chair
- Catherine Cole, Principal (ex-officio)
- Dawn Arnold
- Steve Birtles
- Angela Cowdery
- Andrew Freeman
- Katherine Money
- Justin Slater, Safeguarding Lead
- Greg Thornton
- Kirstie Van Oerle
- Peter Williams

### **Tomlinscote School**

- Rebecca Davis, Chair
- Colin Cavan, Vice Chair and SEND Lead
- Rob Major, Principal (ex-officio)
- Rebecca Barnes
- Rebecca Brookes
- Helen Ellis
- Colin Pirie
- Heather O'Connor, Safeguarding Lead
- Hedvig Schmidt Moutsatsos
- Matthew Simmonds

### **The Trust Executive team**

- Simon Jarvis, CEO
- Paul Edwards, Chief Operating Officer
- Alan Poole, Director of Operations
- Vince Scannella, Director of Education
- Kate Thomlinson, Governance Advisor
- Becky Young, HR Director

### **Appendix 2**

The Role of Members <https://www.theprospecttrust.org.uk/attachments/download.asp?file=141>

AQC Terms of Reference <https://www.theprospecttrust.org.uk/attachments/download.asp?file=140&type=pdf>

Trust Board Terms of Reference <https://www.theprospecttrust.org.uk/attachments/download.asp?file=142>

Trust Curriculum Board Terms of Reference (email [info@prospecttrust.org.uk](mailto:info@prospecttrust.org.uk) to obtain a copy)

Trust Executive Board Terms of Reference (email [info@prospecttrust.org.uk](mailto:info@prospecttrust.org.uk) to obtain a copy)

Trust Operations Board Terms of Reference (email [info@prospecttrust.org.uk](mailto:info@prospecttrust.org.uk) to obtain a copy)