

# Terms of Reference for the Lincolnshire Strategic Board (LSB) and Committees

The Lincolnshire Strategic Board (LSB) is a sub-committee to the CfBT Schools Trust (CST) Board of Trustees, and as such members must understand and follow their responsibilities as detailed in the Scheme of Delegation. In summary, CST Governors are accountable to the Board with specific delegation for strategy, monitoring, oversight and challenge within their school.

General Guidance for members of the Lincolnshire Strategic Board can be found [here](#).

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## 1. Purpose of the Lincolnshire Strategic Board (LSB) ¶

- To support CST in implementing its mission of advancing education for the public benefit by providing outstanding, sustainable education solutions that transform

learning in schools

- To be a link to the school community whilst providing challenge and support at local level

## 2. Responsibilities ¶

The Lincolnshire Strategic Board (LSB) are accountable to the Board of Trustees with specific delegation for strategy, monitoring, oversight and challenge within their schools.

They have 3 key responsibilities:

- To recommend vision, ethos and the strategic direction for their school within the overall CST strategy and local context
- To hold the Executive Headteacher/Headteacher to account for the educational and financial performance of the schools
- To ensure money is well spent

The LSB's delegated responsibilities are detailed on the CST Scheme of Delegation. They are sub divided into three core functions:

- Strategic improvement
- Support and Challenge
- Communication and Collaboration

## 3. Membership ¶

All Members of the LSB are subject to approval and appointment by the CST Board of Trustees through a recommended CST selection process. Applicants must fill in and sign the CST Governor Appointment form current at the time of their appointment.

The CST Board of Trustees are responsible for the appointment (and if necessary removal) of the Chair of Governors. The standard term of office for a Chair will be four years from the appointment date.

The removal of individual members of the LSB for whatever reason must be approved by the Board of Trustees. The Regional Director working in conjunction with CST will identify the skills required on the LSB, and assist in identifying potential sources of new governors in the

area.

The membership of the LSB will be: 11 members, including a chair and vice-chair and the Regional Director. In addition the Headteacher/Head of School of each school/teaching school in the hub, and the school business manager will serve on the LSB.

It is expected that the Chair will have the relevant background and experience to hold the Headteacher and Senior Leadership to account.

All governors will participate in a Skills Audit as required, to ensure there is breadth of appropriate skills across the LSB.

There will be a nominated:

- Safeguarding Governor
- SEND Governor
- Governor responsible for Pupil Premium

All members of the board will be appointed (by the CST Board of Trustees) based on the skills identified by the Skills Audit. Parents can be appointed to the LSB, in line with the skills audit and recruitment process.

There will be up to 2 staff governors on each of the Educational Committees of the board.

The LSB will participate in Trust wide quality assurance governor audits

The LSB will be supported by the Clerk. They will attend and service all meetings.

The Chair may invite members of staff or external 'experts' to attend for parts of a meeting to talk about specified topics or answer questions on reports sent to the LSB. However, these 'guests' do not have voting rights

Members unable to attend will be expected to give apologies and submit a verbal update on any relevant issues to the Chair in advance of the meeting. Governors absent who have not attended meetings for 6 months will lose their appointment on the LGB.

## 4. Sub-committees ¶

The LSB has created six sub committees to focus on specific areas of the work of the group of

schools. The terms of reference of these committees are detailed below.

- Education Committee for Mount Street Academy
- Education Committee for Lincoln Carlton Academy
- Education Committee for Benjamin Adlard Primary School
- Remuneration and Admissions Committee
- Operations Committee
- Kyra Steering Group

In addition panels should be organised for extraordinary situations such as exclusions, admissions appeals and hearing grievances.

The sub committees and panels will report in to the main LSB.

## 5. Quorums ¶

50% of members of the overall group shall constitute a quorum, at least one of whom must represent the school.

## 6. Meeting arrangements ¶

### **Frequency**

- The LSB meets three times per year
- The Education Committee for each school meets three times a year
- In addition the Remuneration and Admissions Committee meets twice a year
- The Operations Committee meets four times a year
- The Kyra Steering Group meets four times a year

The times of meetings will be confirmed in advance when the annual calendar is agreed

Declaration of interests must be collated by the Clerk

## 7. Reporting arrangements ¶

The Clerk will circulate the link to the agenda and relevant papers at least one week before

the meeting. The Clerk will record attendance at meetings, issues discussed and all agreed actions and recommendations.

The minutes will be added to the Lincs Hub in draft at least one week before the next board/committee meeting, for approval at the meeting. The Clerk will be responsible for sending minutes to CST when requested.

In the absence of the Clerk, the Chair will nominate a replacement Clerk for that meeting.

## 8. Lincolnshire Strategic Board - Specific Terms of Reference ¶

- **To recommend vision, ethos and the strategic direction for their school within the overall CST strategy and local context**
- **To hold the Head teacher/ Principal to account for the educational and financial performance of the school**
- **To ensure money is well spent**
- Receive Minutes from all committees noting where CST policies have been adopted or Local policies approved. (CST policies are approved at trustee level and monitored at committee level)
- Organise member training and board development
- Overall performance of the partnership of schools
- Overall performance of pupils in the partnership of schools
- Approve the Partnership Development Plan
- Review the impact of the partnership.

*Receive Regional Director Report on the quality and impact of the partnership across the three schools including peer review, the impact on pupil outcomes and school effectiveness, self-evaluation of each school against Ofsted criteria, school improvement, financial reporting and compliance.*

## 9. Education Committees - Specific Terms of Reference ¶

### **Curriculum Planning and Delivery**

- To review, monitor and evaluate the curriculum offer for each school, and related policies
- Approve the School Development Plan, milestones for improvement and hold the Headteacher to account for meeting each milestone
- Approve the School Self-evaluation Form and challenge the Headteacher's judgement

about the performance of the school.

- To develop and review policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline).
- To ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive an annual report from the SENCO, and an annual report from the SEN governor.

### **Assessment and Improvement**

- To monitor and evaluate the effectiveness of leadership and management
- To monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement
- To monitor and evaluate rates of progress and standards (including attendance) of achievement by pupils, including any underachieving groups
- To monitor and evaluate the impact of continuing professional development on improving staff performance
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans.
- To monitor and evaluate provision for all groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To regularly review the impact of the Pupil Premium and Sports Premium Strategy to ensure that the strategy is having an impact on pupil performance and experience.
- To consider recommendations from external reviews of the school (e.g. Ofsted or CST Regional Director), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To ensure that all children have equal opportunities.
- To advise the resources committee on the relative funding priorities necessary to deliver the curriculum.

### **Engagement**

- To monitor the school's publicity, public presentation and relationships with the wider community, and meet with parent groups.
- To identify and celebrate pupil achievements
- To oversee arrangements for educational visits, including the appointment of a named

co-ordinator.

### **Child Protection and Safeguarding**

- Ensure that the school complies with all statutory legislation and CST policies in relation to Child Protection and Safeguarding
- Ensure that policy is translated into effective practice in each school
- Monitoring the school's compliance and impact through visits and robust challenge of the Designated Safeguarding Leader in each school, as well as interview with staff and pupils about child protection and safeguarding

*Receive HoS/HT Reports – Analysis of pupil attainment and progress, characteristics of the school, attendance, engagement with parents, curriculum, behaviour, curriculum enrichment, safeguarding, family support, CPD, SDP, overview of all M&E work including Governors visits*

## **10. Operations Committee - Specific Terms of Reference ¶**

### **Finance Policy and Planning**

- To adopt and monitor the CST Finance Handbook which includes the local scheme of delegation.
- To adopt and monitor all additional financial policies, including a charging and remissions policy.
- To receive a three year financial plan for each school which takes into the account priorities of each School Improvement Plan, roll projection and signals from central government and CST regarding future years' budgets, within the constraints of available information.
- To receive a draft annual school budget and propose it for approval to the CST Board of Trustees, taking into account the priorities of the School Improvement Plan and the work of the partnership of schools.
- To make decisions in respect of service level agreements and partnership working which leads to financial economies of scale
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the headteacher.

### **Financial Monitoring**

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan for each school.

- To receive at least termly budget monitoring reports (monthly management reports) from the school business manager.
- To report back to each meeting of the Lincolnshire Strategic Board and to alert them of potential problems or significant anomalies at an early date.
- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
- To receive and act upon any issues identified by a CST internal or CST commissioned external audit.

### **Premises**

- To provide support and guidance for the school business manager and headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To receive an annual inspection report of the premises and grounds identifying any issues.
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan, Business Continuity Plan and a Building Development Plan for each site.
- To adopt and monitor the implementation of the Health and Safety policy and associated policies.
- To ensure that the school's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

### **Staffing**

- To ensure that each school is staffed sufficiently for the fulfilment of the schools development plan and the effective operation of the schools.
- To support the Regional Director in his/her oversight of the operation of the school's Performance Management and Appraisal Policy.
- To adopt the CST Pay Policy for all categories of staff
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
- To annually review the implementation and impact of procedures for dealing with staff discipline and grievances.



- To recommend to the LSB staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with staff, to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.

### **Pupil Premium**

- To review and approve each schools Pupil Premium Statement and Sports Premium Statement. (The impact of the Pupil Premium and Sports Premium is reviewed by the Educational Committee)

### **Website Compliance**

- To ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way.

### **Risk Management**

- To review the school risk register and recommend appropriate action to mitigate risks identified.

*Receive SBM Report to Governors*

## 11. Remuneration & Admissions Committee - Specific Terms of Reference ¶

### **Remuneration**

- Support the Regional Director and the Headteacher in making decisions about the remuneration for teachers in relation to performance management (annually)
- Review planned Teacher Objectives for the year in relation to the school development plan

### **Admissions**

- Admissions Policies, including requests for admission on medical grounds and mid-year admissions.
- School Marketing and PR in relation to attracting parents and pupils to the school
- Review the PAN for each school recommending any changes to CST before consultation

- Agreed class sizes for Y3-Y6 where school is below PAN

### **Other Duties**

- Panels, as required for Pupil Exclusions, Complaints, Appeals, Disciplinary proceedings.
- Review employee absence records

## **12. Kyra Steering Group - Specific Terms of Reference ¶**

The Kyra TSA Steering Committee will fulfil a strategic and co-ordinating role and the terms of reference are detailed below.

- Setting the aims and objectives for the Teaching School, based on the Kyra TSA Strategic Plan, and the National College Paper 'System leadership prospectus' 2012.
- Setting policies and procedures for achieving those aims and objectives, e.g. by developing a 'Memorandum of Understanding' between strategic partners and alliance members and to build a sustainable model for the work of the Teaching School long term, and implement clear roles and responsibilities.
- Setting targets by which progress towards the aims and objectives can be measured e.g. monitoring closely how the Teaching School is meeting Key Performance Indicators as established by the National College and set out in the Kyra TSA Strategic Plan.
- Reviewing and monitoring progress in achieving the aims, objectives and targets
- To agree the programme of work and priorities for the year ahead based on the Kyra TSA Strategic plan, financial management of associated monies, leadership capacity and the overall aims and objectives of the Teaching School.
- To approve key strategic documents, including the budget for the Teaching School and related audit reports.
- To monitor the progress of work being undertaken by the Kyra Implementation committee (KIC) and individuals involved in the Teaching School.
- To establish and keep under review the membership of the Teaching School Alliance (TSA), including who the Strategic Partners and Alliance Partners are. This includes reviewing and agreeing a 'Memorandum of Understanding' and associated cost structures.
- To establish and keep under review arrangements and capacity for School to School support, including the deployment of NLE's, LLE's and SLE's

In all of the above, the Kyra TSA Steering Group will act in accordance with Education Law, and will consider any advice given by the Kyra Implementation Committee (KIC Group) and the Executive Headteacher of Mount Street Academy.

The Kyra TSA Steering Group will act as a 'critical friend' offering an external perspective to the work of the Kyra Teaching School: monitoring its work, offering support and advice, an external opinion, asking challenging questions and offering constructive criticism when appropriate.

**Membership of the Kyra TSA Steering Group:**

- Executive Headteacher of Mount Street Academy (the teaching school)
- Head of the Kyra Teaching School
- School Business Manager
- A member of the Lincolnshire Strategic Board (Chair)
- Three representative of the strategic partners of the alliance

Only members of the Lincolnshire Strategic Board and Executive Headteacher have voting rights. Other members of the group are present in an advisory capacity.

[Receive the Head of Teaching School's report, including update on all work streams.](#)

## 13. Kyra Finance Sub-Committee ¶

The **Kyra FINANCE SUB-COMMITTEE** will act strategically by:

- Overseeing the financial performance of the Teaching School and making sure its money is well spent.
- Ensuring that the vision, ethos and strategic direction can be delivered effectively, supported by good financial planning.
- Holding the Head of the Teaching School to account for the financial performance of the Teaching School

**Membership of the Kyra FINANCE SUB-COMMITTEE:**

- Chair of the Kyra Steering Group
- The School Business Manager

- Head of the Teaching School
- Headteacher from the Kyra Implementation Committee (KIC Chair)
- Governor from the alliance

The **Kyra FINANCE SUB-COMMITTEE** will fulfil a monitoring and advisory role on specific areas of responsibility of the Steering Group. The specific terms of reference are **highlighted** below:

1. To agree the programme of work and priorities for the year ahead based on the Kyra TSA action plan, **financial management of associated monies**, leadership capacity and the overall aims and objectives of the Teaching School.
2. To approve key strategic documents, **including the budget for the Teaching School and related audit reports**.
3. To establish and keep under review the membership of the Teaching School Alliance (TSA), including who the Strategic Partners and Alliance Partners are. **This includes reviewing and agreeing a 'Partnership Agreement' and associated cost structures**.
4. To evaluate the business model and plans of the Teaching School and provide appropriate advice, challenge, scrutiny and oversight of risk. The sub-committee will assure the Steering Group of the financial viability of the Teaching School plans and commitments.

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