



Community Inclusive Trust (CIT)

Terms of Reference

Trust Board

1. Purpose

- 1.1 The purpose of the Board of Trustees is to lead, direct, monitor and control the activities of CIT so that its vision and mission can be achieved; and to formulate a Trust-wide strategy, ensuring the CIT is guided by a common set of objectives and values. The b
- (a) A duty of compliance with the T vant
legislation and regulation.
 - (b) A duty of care to ensure that the Trust is well run, efficient and meeting its overriding organisational objective to provide a good standard of education to all of its pupils; and
 - (c) A duty of prudence in respect of managing the T

2. Membership

- 2.1 The Board shall comprise at least seven independent, non-executive Trustees. Trustees shall be appointed in line with the CIT Articles of Association.
- 2.2 Only Trustees have the right to attend meetings. However, the CEO will be invited to all Board meetings and other members of the Executive Leadership Team will be invited to attend meetings of the Board on a regular basis. non-members may be invited to attend all or part of any meeting as and when appropriate and necessary as determined by the Chair.
- 2.3 Appointments to the Board shall be for a period of up to four years, extendable by no more than two additional four-year periods.
- 2.4 The Board shall appoint the Chair. In the absence of the Chair and/or an appointed deputy, the remaining Trustees present shall elect a non-executive Trustee to Chair the meeting.

3. Clerk



5.



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

10. Duties

Strategic direction

10.1 The Board works in partnership with the Chief Executive and other senior staff to ensure that:

- (a) The constitution and rules that govern the Trust remain fit for purpose.
- (b) There is a regular review of the Trust's strategic priorities.
- (c) The Trust has a clear vision, mission, set of values and strategy, and that there is a common understanding of these by trustees, staff and volunteers.
- (d) Delegated decision-making is clearly defined from academy level through to the Board – this is detailed in the Scheme of Delegation.
- (e) Annual and operational plans and budgets support the vision, mission, and strategy.
- (f) The views of the Trust's pupils and stakeholders are regularly sought and considered in developing strategy.
- (g) Consideration is given to matters that might affect the Trust (environment, political, financial, competitive, partnerships, and alliances).
- (h) The potential risks facing the Trust, including those related to its strategic priorities are determined and assessed in relation to the Board's risk appetite.
- (i) Risk control measures are in place and are impactful in reducing levels of perceived risk.

Performance Management

10.2 The Board is responsible for the performance of the Trust, for its impact upon pupils and other stakeholders, and for its corporate behaviour by:

- (a) Agreeing and assuring the mechanisms for measuring the Trust's progress towards its vision, mission and strategic objectives, business plans and
- (b) Ensuring that there are policies and position statements to direct key areas of the Trust's performance and seeking assurance as to effectiveness of policies and position statements.



- (c) Ensuring that there are appropriate quality and service standards for the delivery of education and that these are met.
- (d) Ensuring that the major risks to the trust are regularly identified and reviewed and that assured systems are in place to mitigate or minimise these risks.
- (e) Ensuring that there are effective complaint systems in place for pupils and parents/carers.
- (f) Ensuring that there are assured processes for Trustees, staff and volunteers to report activity which might compromise the effectiveness of the Trust.
- (g) Employing and holding the Chief Executive to account for the management and administration of the Trust, with regular constructive feedback on his/her performance.
- (h) Ensuring that the Trust has effective employment policies and processes in place to recruit, train and develop staff and volunteers.

Finance and assets

10.3 The Board acts as the guardians of the T

- (a) Ensuring that the T financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- (b) Acting reasonably and prudently in all matters relating to the Trust and always in the interests of the Trust.
- (c) Being accountable for the solvency of the Trust.
- (d) Reviewing the condition and use of the properties and land owned by the Trust.
- (e) Ensuring that intangible assets such as organisational knowledge and expertise, intellectual property, the T used and safeguarded.

Compliance

10.4 The Board must:

- (a) Ensure, with professional advice as appropriate, that the Trust complies with all constitutional, legal, regulatory and statutory requirements.
- (b) Ensure the Trust complies with health and safety standards in its academies and offices.



- (a) Ensure that the Trust, its staff and volunteers, understand, comply with and undertake appropriate training in (as necessary) safeguarding practice, regulation and legislation.
- (b) Understand and comply with the constitution and rules that govern the Trust.

Governance

10.5 The Board aims for the highest possible standard of governance by ensuring that:

- (a) The Trust has a governance framework that is appropriate to an organisation of its size/complexity, stage of development and constitution. That this framework is regularly reviewed, along with the B
- (b) In consultation with the Chief Executive, the Board has the mix of skills and experience it requires to govern the Trust well, and that the Board has access to and considers, relevant external professional advice and expertise.
- (c) Major decisions and policies are made by the Trustees active collectively, and that Board decisions are recorded in writing by means of minutes.
- (d) The B gated authority is recorded by Terms of Reference for Board committees, job descriptions for Trustees and key staff, and that reporting procedures back to the Board are recorded in writing and complied with.
- (e) The responsibilities delegated to the Chief Executive are clearly expressed and understood, and directions given to him/her come from the Board as a whole.
- (f) There is a systematic, open and fair procedure for recruitment of Trustees and of the Chief Executive.
- (g) All members of the B





Annex 1.

Passing resolutions when detailed discussion or explanation is not required, i.e, without a meeting of the Trustees



2. Where it appears to the Vice Chair that:

- (i) the circumstances mentioned in paragraph 1(i) and/or 1(ii) apply; and
- (ii) the Chair (whether by reason of vacancy in the office, incapacity or otherwise) would be unable to exercise the function in question before the detriment referred to in that paragraph is suffered,

the reference in paragraphs 1 and 3 to the Chair is to be read as if it were a reference to the Vice Chair.

3. The Chair may decide on receipt of a r Action that
the matter should be dealt with instead by a special Board meeting called on short
notice, in which case a meeting shall be called promptly.
4. on as possible to
the Trustees (together with a copy any written report from the CEO. A record of the