QUEENS' SCHOOL

Dare to be Great

Board of Trustees
Terms of Reference

1. Purpose

Purpose The Board of Trustees is the accountable body for the academy trust. It is responsible for the strategic direction, educational performance, financial health, and overall governance of the trust. The Board ensures that the trust complies with its charitable objectives, funding agreement, and statutory obligations. It may delegate some of its functions to its committees.

2. Legal Status

The Board operates in accordance with:

- The trust's Articles of Association
- The Academy Trust Handbook (latest edition)
- The Academy Trust Governance Guide and associated DfE guidance
- Charity and company law
- Scheme of Delegation

3. Membership

- As defined in the Articles of Association.
- Trustees are appointed based on skills, experience, and commitment to the trust's vision and values.
- The Board appoints the Chair and Vice-Chair annually.
- The Headteacher is an ex-officio trustee.

4. Meetings

- At Board meets at least three meetings per academic year.
- Additional meetings may be convened as required.
- Quorum: At least three trustees.
- The meetings will normally begin at 7.00 pm. Meetings should end at 9.00 pm.
- If the Chair realises that the meeting will run beyond 9.00 pm s/he will put to the meeting at 8.45 pm, or thereabouts, a motion to continue business as appropriate and the motion will

be put to a vote. If the motion is defeated, items not completed by 9.00 pm will be held over to the next meeting.

- The Clerk to the Trustees remind the Board of the dates of the meeting and support the Trustees and take the minutes.
- The chair will finalise the agenda in liaison with the Headteacher and clerk, who will arrange for circulation.

5. Voting

- Trustees will only be eligible to vote if they have no conflict of interest.
- No vote on any matter can take place unless at least three trustees are eligible to vote.
- A resolution in writing by this committee, which includes a resolution in electronic/digital form, will be valid and effective as if it had been passed at a meeting. This resolution must be circulated and signed by all Trustee members of the committee eligible to vote. Trustees must sign and return the relevant documentation circulated by a previously agreed method. It will not be sufficient for Trustees to respond by stating their agreement only.

6. Responsibilities

a. Strategic Leadership

- Set and review the trust's vision, values, and strategic priorities.
- Approve the trust's strategic plan and monitor progress.
- Ensure alignment between educational, financial, and operational strategies.

b. Educational Performance

- Hold executive leaders to account for the educational performance of all academies.
- Monitor pupil outcomes, curriculum quality, inclusion, and safeguarding.
- Ensure the trust meets its obligations under the Public Sector Equality Duty and delivers on its Equality Objectives.
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c. Financial Oversight

- Ensure the trust remains financially sustainable and compliant with the Academy Trust Handbook.
- Receive and review the management accounts on a regular basis (including monthly for the Chair).
- Approve the annual budget and monitor financial performance.
- Oversee the work of the Audit and Risk Committee and ensure effective internal control and risk management.
- Receive annual assurance that all statutory financial disclosures have been published within required timescales (including the annual distribution of funds statement).

d. Governance and Compliance

- Ensure effective governance structures are in place across the trust.
- Approve the scheme of delegation and committee terms of reference.

- Ensure compliance with legal and regulatory requirements, including data protection, health and safety, and safeguarding.
- Receive a termly report from the governance professional on trust-wide governance matters.
- Receive and consider relevant DfE correspondence including Dear Accounting Officer letters and determine any required action.

e. People and Leadership

- Appoint and appraise the CEO and hold them accountable for trust-wide performance.
- Receive a termly report from the CEO on trust-wide performance.
- Approve the trust's executive pay decisions, based on recommendations from the People and Pay Committee.
- Ensure effective succession planning and leadership development, including for board members.

f. Risk and Assurance

- Maintain oversight of the trust's risk register and ensure appropriate mitigation strategies are in place, including in relation to health and safety, safeguarding, data protection, AI and cyber security,
- Receive reports from the Audit and Risk Committee and ensure recommendations are acted upon.
- Ensure the trust has appropriate insurance and contingency arrangements.

G. Stakeholder Engagement

- Ensure effective communication with parents, pupils, staff, and the wider community.
- Promote the trust's reputation and values.
- Ensure the trust is responsive to stakeholder feedback and concerns.

7. Delegation

- The Board may delegate functions to committees, the CEO, or local governing bodies, as set out in the Scheme of Delegation.
- The Board retains ultimate accountability for all decisions.

8. Reporting and Evaluation

- Approve the trust's annual report and financial statements.
- Submit statutory returns to the DfE and Companies House.
- Conduct regular self-evaluation of board effectiveness and commission external reviews as appropriate.

9. Review

- These Terms of Reference will be reviewed annually by the Board

Trustee Approved: September 2026
Review date: September 2027