

The Board of Trustees'

Terms of Reference

1. Core values

The MILL Academy Board of Trustees (the Board) will at all times:

- observe the highest standards of impartiality, integrity and objectivity in relation to the
- governance of The MILL Academy (The Trust);
- be accountable to its stakeholders and regulatory bodies for its activities;
- engage in a partnership with the Executive Team.

2. Expectations of The MILL Academy Trustees

We use the term Board of Trustees (the Board) and Trustees when referring to this specific governance role in The MILL Academy (The Trust) which is the body accountable for The Trust and for all the individual schools within The Trust. Our articles of association use the term Director which can also be used when referring to this specific governance role.

All Trustees are required to:

- follow the Seven Principles of Public Life set out by the Committee on Standards in Public Life (referred to as "the Nolan Principles" and set out in Annex 1);
- comply with:
 - the Articles of Association,
 - these terms of reference,
 - the scheme of delegation to the Executive Team,
 - the conflicts of interest policy,
 - the code of practice appended at Annex 2 of these terms of reference.
- ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of The MILL Academy;
- not misuse information gained in the course of their Trusteeship for personal gain, nor seek to use the opportunity of service to promote their private interests or those of connected persons, firms, businesses or other organisations;
- participate actively in the induction process and any relevant training.

3. Powers, functions and responsibilities of Trustees

The Trustees are responsible for the governance and supervision of The Trust and its committees (including the Local Governor Committee/Transition Management Committee).

The Trustees have a number of duties and responsibilities relating to the governance of The Trust and its finances. In summary, the Trustees are responsible for:

- establishing the vision, mission and values for The Trust;

- carrying on The Trust in accordance with the objects of The Trust as set out in the Articles of Association and safeguarding the assets of The Trust;
- designing strategy and structure for the operation of The Trust;
- the delegation of the running of The MILL Academy schools (the schools) and the direction of the education, pastoral care, financial and other policies of the schools to the Executive Team;
- ensuring sound management and administration of The Trust by the Executive Team, and ensuring that the Executive Team is equipped with the relevant skills and guidance;
- financial controls and the financial management of The Trust in accordance with the provisions of the Academies Financial Handbook, which sets out in detail provisions for the financial management of The Trust;
- setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon;
- risk management, that is identifying, quantifying and devising systems to minimize the major risks affecting The Trust; and
- ensuring The Trust and the schools are conducted in compliance with the general law.

4. Accountability of Trustees

The Trustees are chiefly accountable to:

- the beneficiaries of The Trust (pupils at the schools, their parents and the local community) for the quality of education and pastoral care at the schools, for matters of health and safety and for safeguarding and promoting the welfare of the pupils;
- the DfE, the Education Funding Agency and specifically the Secretary of State under the terms of the Funding Agreement;
- the Secretary of State (in his or her role as Principal regulator in respect of charity matters) for operating The Trust for the public benefit, for the prudent management of The Trust and its financial efficiency, and for compliance with legislation including charities legislation;
- the employees of The Trust for their working environment, and for compliance with the contract of employment and employment law requirements and matters of health and safety; and

- other regulatory authorities for compliance with regulated responsibilities to which The Trust and the schools are subject.

5. Conducting Trustees' business

The Trustees are required to:

- act together and in person and not delegate responsibility of The Trust to others (other than under Section 8 below);
- act strictly in accordance with the Articles;
- act in The Trust's interests only and without regard to their own private interests;
- manage The Trust's affairs prudently;
- not take personal benefit from The Trust unless expressly authorized by the Articles or the Charity Commission; and
- take proper professional advice on matters on which they are not themselves competent.

The Trustees should also hold the Executive Team to account. They should offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and improve proposals where appropriate and at all times act in the best interests of The Trust.

The Trustees shall have regard to the framework for inspecting schools in England under section 5 of the Education Act 2005 (as amended) issued by the Office for Standards in Education, Children's Services and Skills (Ofsted).

The duties and responsibilities of Trustees are explained in further detail in *The essential trustee: what you need to know, what you need to do (CC3)* (Charity Commission, July 2015) and in the *DfE Governance Handbook (January 2017)*.

The Trustees shall have regard to the Academies Financial Handbook, which shall be circulated to all Trustees and which, like the Governance Handbook, is available online at www.gov.uk

6. Chair of Trustees

The Board shall appoint an individual from among their number to act as Chair. A change of Chair will require a notification to be made to the DfE, including a Disclosure and Barring Service (DBS) disclosure form to be submitted via the DfE.

The main role of the Chair is to chair meetings of the Board. He or she also provides leadership to the Trustees and acts as the main point of contact between the Trustees and the Executive Team.

Apart from any special responsibilities or powers given to the Chair in the Articles of Association (e.g. the right to chair meetings of the Board and to have a second or casting vote in any case of an equality of votes at a meeting of the Board), the Chair has no special powers or rights over any other Director. If the Chair is to carry out certain specific functions (for example, the power to approve an overspend in a certain area of the budget or the CEO's appraisal) then this must be expressly delegated to him or her by the Board.

7. Meetings of Trustees

There will be a minimum of three meetings of the Trustees each academic year. Meetings of the Trustees shall be convened and conducted as provided by the Articles.

In determining the agenda for Board meetings and committee meetings, the Trustees will have regard to the requirement on them to:

- ensure good financial management and effective internal controls;
- comply with the Funding Agreement and the current version of the Academies Financial Handbook (or successor documents);
- receive and consider information on financial performance at least three times a year; and
- take appropriate action to ensure ongoing viability against agreed budgets.

In consultation with the Chair, the Clerk to the Board shall prepare an annual plan for the meetings of the Trustees.

8. Delegation of powers of Trustees

Trusteeship is a personal office of trust and responsibility and this cannot be transferred to another individual. However, in order to ensure the proper management of the Academies, the Trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

It is for the Board to determine what decisions it will take for itself, what will be delegated to committees (including Regional Boards), working groups or individual Trustees (e.g. the Chair) and what will be delegated to the Executive Team. The Trustees must also consider when and from whom they should take professional advice.

In determining whether delegation is appropriate, the Trustees will have regard to the following principles:

- non-executive powers must be exercised by the Trustees personally and may not be delegated;
- except when it is impracticable to do so, executive powers should be delegated to the Chief Executive Officer and Chief Finance Officer, who may authorize further delegation; and
- every act of delegation is only a delegation of powers and does not relieve the Trustees of responsibility.

The Trustees must not delegate any of their powers listed in Annex 3 ("the Reserved Matters").

Delegation can be made to:

- Board committees including the following committees:
 - Finance and Resources
 - Risk and Audit,
 - Education Standards and Performance.
- the LGCs;
- any individual Director;
- the Executive Team (which in turn may delegate to further individuals).

9. Stakeholder voices

Trustees are asked to have regard to the voices of their various stakeholders and to put in place arrangements to receive feedback and to respond appropriately. This shall include the following, as they are involved in other elements/tiers of trust governance and more broadly:

- a) Pupils
- b) Parents
- c) Staff.

10. Risk management

The charities statements of recommended practice ("the SORP") set out requirements for reporting on the risks to a charity.

The Trustees' report therefore must include a description of the principal risks and uncertainties facing the Academy Trust and any subsidiary undertakings, as identified by the Trustees. The report must also include a summary of the Trustees' plans and strategies for managing these risks. The Trustees must identify specific risks and describe ways to combat each one, rather than making general statements regarding risk management.

The Trustees are therefore responsible for:

- identifying the major risks that apply to the Academy Trust, including:

- operational risks (employment issues, health and safety, fraud, service quality and development etc.);
 - financial risks (accuracy of financial information, cash flow, reserves, over-reliance on funding sources etc.);
 - external risks (changes in government policy, economic factors, demographic changes, adverse publicity etc.); and
 - regulatory risks (compliance with legislation, changes in policies of the regulators etc.).
- making decisions (based where appropriate on advice from professional advisors) as to how to respond to those risks; and
 - making appropriate statements regarding the management of risks in the annual report.

The Risk and Audit Committee, supported by the Executive Team, shall prepare a risk register for approval by the Trustees, along with a procedure by which the risk register shall be subject to regular review. The risk register shall have named individuals assigned to manage each area.

11. The management of conflicts of interest

The Companies Act 2006 imposes a statutory duty on the Trustees to avoid situations in which they have or could have an interest, which conflicts (or could conflict) with the interests of the Academy Trust. The duty is to:

- a) declare the nature and extent of any interest in any matter relating to The Trust;
and
- b) avoid any conflict of interest between that interest and the interests of The Trust.

In addition, charity law and guidance issued by the Charity Commission confers obligations on the Trustees to manage any conflict between a Trustee's duty to The Trust and their own personal interests or for a Trustee to be influenced by conflicting duties to The Trust and a third party.

Further details are set out in the Conflicts of Interest Policy with which the Trustees are obliged to comply.

12. Recruitment of Trustees

It is essential that the Trust Board has a proper mix of skills and experience. The Trustees must therefore, be able to identify potential new Trustees in order to plan for succession, which combines continuity of experience and expertise with new ideas and energy.

The Board as a whole is responsible for ensuring that:

- the skills of any new Trustee fit in with The Trust's requirements in the short, medium and longer term;
- each new Trustee is not disqualified from acting as a Trustee by any provision of the Academy Trust's Articles of Association (including the requirement that he is not disqualified as a company director or charity trustee);
- there is a system in place which ensures that all relevant checks, including an enhanced DBS check (countersigned by the Secretary of State in the case of a new Chair), are completed before or as soon as practicable after a Trustee takes up position; and
- the new Trustee understands the responsibility he / she is taking on and consents to act as a Trustee.

Each new Trustee will be properly inducted to ensure that he / she understands the nature and extent of the role and responsibilities. It is the duty of a new Trustee to ensure that he / she is familiar with the Objects of The Trust; its history and ethos and the nature and extent of its activities; and the content of The Trust's Articles of Association.

The Trustees shall provide each new Trustee with:

- The Trust's Articles of Association
- The Trust's Scheme of Delegation
- these terms of reference
- the scheme of delegation to the Executive Team
- the Roles and Functions and
- the conflicts of interest policy.

New Trustees shall be required to sign the declaration set out in Annex 4.

The Clerk to the Trustees shall ensure that any appointment of a new Trustee is notified to the EFA (via the Information Exchange) within 14 days of the appointment (as required under the Academies Financial Handbook).

13. Training and development of Trustees

The Trustees shall ensure that the Board has the skills and experience needed to perform its functions effectively. Trustees shall also be kept up to date with developments in the legal and regulatory framework in which the Academy Trust operates.

The Trustees must have in place a system for evaluating Trustees, with a view to identifying

potential gaps in their skills and any requirements for training. Such evaluation shall be carried out annually.

Annex 1

The Seven Principles of Public Life set out by the Committee on Standards in Public Life ("the Nolan Principles")

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organizations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behavior. They should actively promote and robustly support the principles and be willing to challenge poor behavior wherever it occurs.

Annex 2 Trustees' code of practice

1 Introduction

This code of practice is designed to set out the conduct required of trustees in order to ensure the highest standards of integrity and stewardship.

2 General responsibilities

"Trustees must act reasonably and prudently in all matters relating to the Charity and must always bear in mind the interests of the Charity. They should not let their personal views or prejudices affect their conduct as trustees." (*The Essential trustee: what you need to know (CC3)*, Charity Commission, February 2008).

"The primary duty of a trustee is to carry out the function of his or her office with the utmost good faith. He or she must be impartial and mindful of the interests of the beneficiaries of the Charity and of the objects for which the Charity is established". (*Governance and management of charities*, Andrew Hind, NCVO Publications, 1995)

Trustees should listen to the view of other trustees, staff, volunteers or external advisers respectfully, taking cognizance of differences of opinion. Trustees should not cause offence to others or undermine the standing of their colleagues as a member of the Trust Board.

3 Board papers

While the board aims to conduct its business openly, it is inevitable that some matters must be confidential either for a time or always.

All matters discussed at board meetings (save for items which are clearly neither confidential nor of a sensitive nature either legally, commercially, financially or personally) should be treated as strictly confidential and should not be discussed with anyone other than those present at the meeting when the matter in question was discussed unless authorized by the board to do so. If in any doubt, trustees should contact the chair.

4 Board meetings

Open discussion and debate is actively encouraged, in which every spectrum of objective opinion is welcomed.

As Trustees must act with probity, the Board should take and consider professional advice from internal and / or from external advisers in all decision-making.

Where consensus is not achieved, decisions will be taken during board meetings by calling for a vote

by those present. Trustees who abstain on, or vote against, any motion may request an appropriate note be made in the minutes.

The Board must be accountable but delegate authority on various matters on which it is entitled to full reports as necessary.

5 Outside board meetings

Trustees should exercise restraint outside a meeting in relation to particular comments made within the Board meeting by individual members. Trustees must accept that it is inappropriate for any private or public references to "who said what", except in dialogue with other trustees.

Trustees should accept the need for care and restraint, honouring the spirit as well as the letter of the code of practice, when talking about board matters in any other forum.

6 Disagreements

Where a Trustee has a disagreement on any matter, he or she should raise the matter informally with the chair or through the normal procedures at a board meeting.

If not resolved, a trustee may request the matter be taken further by the chair.

If a satisfactory conclusion is not reached, the board may recommend the appointment of an independent mediator.

7 The Executive Team and the wider staff

Staff and Trustees are expected to deal with each other with respect and courtesy.

Trustees must ensure there is a clear understanding of the scope of authority delegated to the chief executive officer ("the **CEO**").

Having given the CEO delegated authority, trustees should be careful, individually and collectively, not to undermine that authority either by word or action.

Trustees delegate operational management to the CEO, which includes the management of staff.

If a Trustee has concerns relating to the performance of a member of staff, he or she should contact the chair, who will take up the matter with the CEO.

Annex 3 Reserved matters

The Reserved Matters are:

Members

(subject to such other consents/ requirements as might be required by law or the Funding Agreement)

- 1 to change the name of the Academy Trust
- 2 to change the Objects (which would require Charity Commission and Secretary of State consent)
- 3 to change the structure of the Trust Board
- 4 to amend the Articles of Association
- 5 to pass a resolution to wind up the Academy Trust
- 6 to appoint the auditors (save to the extent that the Trustees may make a casual appointment)

Trustees

(subject to such other consents/ requirements as might be required by law or the Funding Agreement)

- 7 to change the name of the Academies
- 8 to determine the educational character, mission or ethos of the Academies
- 9 to adopt or alter the constitution and terms of reference of any committee of the Trust Board
- 10 to terminate a supplemental funding agreement for an Academy
- 11 to establish a trading company
- 12 to sell, purchase, mortgage or charge any land in which the Academy Trust has an interest
- 13 to approve the annual estimates of income and expenditure (budgets) and major projects;

- 14 to appoint investment advisors
- 15 to sign off the annual accounts;
- 16 to appoint or dismiss the Chief Executive Officer, the Chief Finance Officer, the Company Secretary or the Clerk to the Trustees;
- 17 to do any other act which the Funding Agreement expressly reserves to the Trust Board or to another body (including for the avoidance of doubt, terminating the Funding Agreement or any part of it);
- 18 to do any other act which the Articles expressly reserve to the Trust Board or to another body; or
- 19 to do any other act which the Board determine to be a Reserved Matter from time to time.

Annex 4 Trustee declaration on appointment

The MILL Academy (The Trust)

I confirm that I am willing to act as a Trustee of The MILL Academy. I further confirm that I am not disqualified from so acting by virtue of any provisions of the Articles of Association of the Academy Trust, including, but not limited to, the requirement that I am not disqualified from acting as a charity trustee or director by virtue of section 178 of the Charities Act 2011 (extract included below).

Signed

Full name

Address

.....

.....

.....

.....

Date

Please sign and retain the additional copy of this document with your records.

The MILL Academy: a charitable company limited by guarantee

Company registration number: 8060721

Registered office: The Mill Academy, Church Green, Witney, Oxfordshire OX28 4AX.

Annex 5 Member declaration on appointment

The Mill Academy (The Trust)

I hereby consent to being a Member of The Trust.

As a Member of The Trust, I hereby undertake to contribute to:

- 1 the assets of The Trust in the event of it being wound up whilst I am a member or within one year after I cease to be a Member;
- 2 payment of the debts and liabilities of the Company contracted before I cease to be a member and of the costs, charges and expenses of winding up; and
- 3 the adjustment of the rights of the contributories among themselves, such amount as may be required;

provided that such amount does not exceed £10.

Signed _____

Full name _____

Address _____

Date _____

Please sign and retain the additional copy of this document with your records.

The Mill Academy: a charitable company limited by guarantee
Company registration number: 8060721
Registered office: Church Green, Witney, Oxfordshire, OX28 4AX

Extract from section 178 of the Charities Act 2011

178 Persons disqualified from being charity trustees or trustees of a charity

(1) A person (“P”) is disqualified from being a charity trustee or trustee for a charity in the following cases—

Case A

P has been convicted of any offence involving dishonesty or deception.

Case B

P has been adjudged bankrupt or sequestration of P's estate has been awarded and (in either case)—

c) P has not been discharged, or

d) P is the subject of a bankruptcy restrictions order or an interim order.

Case C

P has made a composition or arrangement with, or granted a trust deed for, creditors and has not been discharged in respect of it.

Case D

P has been removed from the office of charity trustee or trustee for a charity by an order made—

e) by the Commission under section 79(2)(a) or by the Commission or the Commissioners under a relevant earlier enactment (as defined by section 179(5)), or

f) by the High Court,
on the ground of any misconduct or mismanagement in the administration of the charity for which P was responsible or to which P was privy, or which P's conduct contributed to or facilitated.

Case E

P has been removed, under section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (asp 10) (powers of the Court of Session) or the relevant earlier legislation (as defined by section 179(6)), from being concerned in the management or control of any body.

Case F

P is subject to—

g) a disqualification order or disqualification undertaking under the Company Trustees Disqualification Act 1986 or the Company Trustees Disqualification (Northern Ireland) Order 2002 (S.I. 2002/ 3150 (N.I.4)), or

h) an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of county court administration order).

Terms of Reference for The MILL Academy Board Educational Standards and Performance Committee

The board of trustees (the Board) of The MILL Academy (The Trust) has established a committee of the Trust Board to be known as the Educational, Standards and Performance Committee (the Committee). These are its terms of reference.

Membership

The Committee will be appointed by the Trust Board and will comprise no more than five and no fewer than three members, a majority of whom will be Trustees.

The Board will appoint one of the members of the Committee as its chair (the Chair).

The Committee will elect a Clerk to the Committee.

Attendance

The Committee may ask the Chief Executive Officer and any other senior executive to attend meetings of the Committee either regularly or by invitation, in order to provide information. Invitees have no right to attend Committee meetings.

The Committee may also ask any other person whose attendance they consider necessary or desirable to attend any meeting either regularly or by invitation, to provide information.

Voting

The quorum for each meeting shall be one half of the numbers of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet termly on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be sent to all members of the Committee and the Trust Board within seven working days of the meeting.

Authority

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorized to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorized by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Duties

The duties of the Committee shall be:

- to ensure that the highest possible standards are set and maintained across The Trust
- to receive a termly report from the Executive Team regarding standards and performance of the Academy Trust against key performance indicators
- to identify any areas of concern in respect of standards and performance and to implement an action plan with the Executive Team
- to ensure that The Trust's curriculum is balanced and broadly based
- to scrutinise and review Trust policies for recommendation to the Board
- to ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across The Trust
- to support the Chief Executive Officer in the creation, implementation and monitoring of the Academy Trust's self-evaluation development plan and any post-Ofsted action plan
- to advise the Board with respect to targets for student achievement across The Trust
- to ensure that effective arrangements are in place across The Trust for pupil support and representation, for monitoring pupil attendance, for pupil discipline, for arrangements relating to testing, examinations and qualifications, and, for secondary pupils, for advice and guidance on post-16 options.
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

Terms of Reference for The MILL Academy Board Finance and Resources Committee

The board of trustees (the Board) of The MILL Academy (The Trust) has established a committee of the Board to be known as the Finance and Resources Committee (the Committee). These are its terms of reference.

Membership

The Committee will be appointed by the Board and will comprise no more than five and no fewer than three members, of whom a majority will be Trustees.

The Board will appoint one of the members of the Committee as its Chair (the Chair).

The Committee will elect a Clerk to the Committee.

Attendance

The Committee may ask the Chief Executive and the Chief Finance Officer and any other senior executive to attend meetings of the Committee either regularly or by invitation, to provide information.

Invitees have no right to attend Committee meetings.

The Committee may also ask any other person whose attendance they consider necessary or desirable to attend any meeting either regularly or by invitation, to provide information.

Voting

The quorum for each meeting shall be one half of the members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet termly on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. Minutes of each Committee meeting will be sent to all members of the Committee and the Trust Board within seven

working days of the meeting.

Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Duties

The duties of the Committee shall be to:

- develop a financial strategy for The Trust and consider policies, procedures or plans required to realize such strategy
- consider The Trust's indicative funding, once notified by the EFSA, and to assess its implications for TheTrust, in consultation with the CEO and the CFO, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees
- to receive budgets for approval from the individual LGCs
- consider and recommend acceptance/non-acceptance of The Trust's budget to the Trustees
- monitor any variances from the budget and ensure the EFSA is notified as required;
- 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 development priorities set out in the Trust development plan
- liaise with and receive reports from the Educational Standards and Performance Committee and to make recommendations to those committees about the financial aspects of matters being considered by them
- monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for The Trust, drawing any matters of concern to the attention of the Board
- monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement
- prepare the financial statement to form part of the annual report of the Trustees

- ensure The Trust's commercial and fundraising activities are carried out effectively
- examine and review new initiatives for financial development, including fundraising
- oversee significant investment and capital financing decisions
- approve and keep under review The Trust's investment policy
- approve and keep under review The Trust's reserves policy
- promptly notify the Board of all financial matters of which the Committee has knowledge and which may materially affect the current or future position of The Trust
- advise generally on the provision of resources and services to The Trust
- to consider, determine and keep under review any strategies and policies for human resources and organisational development
- to consider, determine and keep under review effective arrangements for consultation with staff as a whole and for negotiation and consultation with appropriately recognised Trade Unions and/or other representatives.
- to undertake the role of the disputed resolution panel to consider appeals against the Chief Executive Officer or Trust decisions
- to ensure effective measures are in place to promote equality and diversity in employment
- to consider the details of restructuring programs following any necessary approvals in principle by the Board
- to develop strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of The Trust's staff
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

Remuneration Sub-Committee

The Committee shall establish a Remuneration Sub-Committee (the **Sub-Committee**) which shall comprise no more than five and fewer than three members of whom a majority will be trustees.

These terms of reference shall apply to the Sub-Committee save that its duties are as follows:

- to consider, determine and keep under review a framework or policy for the remuneration, benefits and incentives of the Chief Executive Officer and such other members of the Executive Team as the Board shall from time to time direct

- in determining that framework, to seek evidence of the remuneration, benefits and incentives paid to senior executives in comparable employment within the commercial and voluntary sectors
- to consider the outcome of every appraisal of the performance of the Chief Executive Officer and such other senior executives as the Board shall from time to time direct
- to make recommendations to the Board as to the remuneration, benefit and incentives that should be paid to the Chief Executive Officer and such other senior executives as the Trust Board shall from time to time direct with a view to ensuring that they are encouraged to enhance their performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of The Trust and its progress towards fulfilling its objectives
- to make recommendations to the Board as to the remuneration, benefits and incentives of newly appointed senior executives
- to determine the policy for and scope of pension arrangements, service agreements for senior executives, termination payments and compensation commitments
- to consider other topics, as defined by the Board from time to time
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

Terms of Reference for The MILL Academy Board Risk and Audit Committee

The board of trustees (the Board) of The MILL Academy (The Trust) has established a committee of the Trust Board to be known as the Risk and Audit Committee (the Committee). These are its terms of reference.

Membership

The Committee will be appointed by the Board and will comprise no more than five and no fewer than three members, of whom a majority will be Trustees.

The Trust Board will appoint one of the members of the Committee as its chair (the Chair).

The Committee will elect a Clerk to the Committee.

Attendance

The Committee may ask the Chief Executive Officer and the Finance Director and any other senior executive to attend meetings of the Committee either regularly or by invitation. Invitees have no right to attend Committee meetings.

The Committee may also ask any other person whose attendance they consider necessary or desirable to attend any meeting either regularly or by invitation, to provide information.

The Committee will ask a representative of the external auditors and the head of internal audit to attend meetings as they consider necessary and in consultation with the representative of the external auditors. The Committee will ask the head of internal audit to attend all meetings.

Voting

The quorum for each meeting shall be one half of the members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet termly on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Meetings can be requested by the external or internal auditors if they consider that one is necessary.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be sent to all members of the Committee and the Board within seven working days of the meeting.

Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Duties

The duties of the Committee shall be:

- to consider the appointment of the external auditor, the audit fee and any questions of resignation or dismissal
- to discuss with the external auditor before the audit commences the nature and scope of the audit
- to review the annual financial statements before submission to the Trust Board, focusing particularly on:
 - any changes in accounting policies and practices
 - areas involving a significant degree of judgement
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards
 - compliance with legal requirements
 - the clarity of disclosures
 - the consistency of accounting policies from year to year

- to discuss problems and reservations arising from the audit and any matters the external auditor may wish to discuss (in the absence of the management where necessary)
- to act as the body to whom the head of internal audit reports on the internal audit function and to discuss any issue that the head of internal audit may wish to raise (in the absence of the management where necessary)
- to review the internal audit function, consider the major findings of internal audit investigations and the management's response, and ensure co-ordination between the internal and external auditors
- to keep under review the effectiveness of internal control systems, and in particular review the external auditor's management letter and the management's response
- to develop and keep under review risk management and measurement strategies across The Trust together with the procedures for monitoring the adequacy and effectiveness of those processes
- to review the action and implementation of risk management policy across The Trust
- to consider The Trust's risk profile relative to current and future Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change
- to receive and review risk management and relevant regulatory information and reports
- to consider material breaches of the agreed risk limits, review the actions taken in response and to prevent a repeat occurrence
- to consider the effect on the rights of The Trust of the findings of the internal audits or the external audits
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

In discharging its duties, the aims of the Committee are to:

- facilitate good communication between The Trust and its external auditor
- increase the credibility and objectivity of financial reporting
- strengthen the independence of the audit function
- improve the quality of the accounting and auditing functions.

Terms of Reference for The MILL Academy Executive Team

The board of trustees (the Board) of The MILL Academy (The Trust) has established a committee of the Board to be known as the Executive Team. These are its terms of reference.

Membership

The Executive Team will be appointed by the Board and will comprise of the CEO, the CFO, the Director of Education and the Executive Assistant. School Leaders from across the Trust will be invited to attend on a regular basis. The Executive Team are responsible for the day to day running of the academies.

The CEO will chair the meetings (the Chair).

The Committee will elect a Clerk to the Committee.

Attendance

The Executive Team may ask School Leaders and any other senior executive to attend meetings either regularly or by invitation, in order to provide information. Invitees have no right to attend meetings.

The Executive Team may also ask any other person whose attendance they consider necessary or desirable to attend any meeting either regularly or by invitation, to provide information.

Meetings

The Executive Team shall meet fortnightly on such dates as shall be determined by the Executive Team from time to time and at such other time as the Clerk shall specify at the request of any member of the Executive.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Executive Team and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Minutes

The Clerk will minute the proceedings and resolutions of the Executive and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each meeting will be sent to all members within seven working days of the meeting.

Authority

The Executive Team is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Executive Team.

The Executive Team is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any meeting with relevant experience and expertise if it considers this necessary.

Duties

The duties of the Executive Team shall be:

- to ensure that the highest possible standards are set and maintained across The Trust
- to prepare a termly report for the Board regarding standards and performance of The Trust against key performance indicators
- to identify any areas of concern in respect of standards and performance and to implement an action plan
- to ensure that The Trust's curriculum is balanced and broadly based
- to scrutinize and review Trust policies for recommendation to the Board
- to ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across The Trust
- to support the Chief Executive Officer in the creation, implementation and monitoring of the Academy Trust's self-evaluation development plan and any post-Ofsted action plan
- to advise the Board with respect to targets for student achievement across The Trust
- to ensure that effective arrangements are in place across The Trust for pupil support and representation, for monitoring pupil attendance, for pupil discipline, for arrangements relating to testing, examinations and qualifications, and, for secondary pupils, for advice and guidance on post-16 options.
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness
- to develop a strategy for growth in consultation with the Board
- to support the recruitment to leadership posts in the individual schools
- to undertake and support Headteacher Appraisal (with the external adviser)
- to support Academies with Ofsted inspections
- to liaise with the LA, ESFA, DfE and RSC as required