

TERMS OF REFERENCE FOR AN IMPROVEMENT BOARD (“the Improvement Board”)

[NAME OF ACADEMY] (the “Academy”)

EFFECTIVE DATE [] REVIEW DATE []

PURPOSE

The Improvement Board has been established by the Reach South Academy Trust Board to secure the rapid turnaround of the Academy. Whilst the Improvement Board is in place, the Scheme of Delegation for the Local Governing Body shall be suspended. The Improvement Board shall meet at least twice a term, more if necessary and shall report directly to the Reach South Academy Trust Board, who will be supported by the Reach South Leadership and Executive Teams and the relevant Reach South Regional Director of Education. Additional reporting may also be necessary to the Department for Education if any warning notices have been served under the Supplemental Funding Agreement.

The Improvement Board will ensure that the Action Plan for the Academy is being implemented and will advise on the development and review of the Plan, focussing on 5 key areas of action; leadership & governance, standards & school improvement, teaching & learning, facilities & resources and finance.

MEMBERSHIP

Members of the Improvement Board will have been appointed by the Reach South Academy Trust Board on the recommendation of Reach South Chief Executive Officer, who will ensure the members have both the capacity and skills to work intensively within the Academy, providing support and challenge to the Academy’s staff and building on existing links with the community. Board members must be able to demonstrate an understanding of the ethos and values of Reach South and a commitment to fulfilling Reach South’s mission and objectives for the Academy, drawing on specialist skills where required. Whilst there is no limit on the size of the Improvement Board, it is not anticipated that there will be more than 3 members, one of whom will be appointed by the Chief Executive Officer to chair all meetings. Others, such as the Regional Director of Education and the Headteacher or Headteacher Designate, may be asked to sit on the Improvement Board in an advisory capacity.

REVIEW

Operating with an Improvement Board is not intended to be a long-term arrangement and a target date has been identified for the review of the arrangement. Any initial period is not intended to be greater than 12 months.

Responsibility / Delegated Authority	Assessment
Ethos and vision	
Support the actions of the Reach South Academy Trust Board in developing and sustaining a clear educational vision, ethos and direction for the Academy which is consistent with the vision and values of Reach South, acknowledging at the same time the uniqueness of the Academy and the contribution it makes to the Reach South community of schools and the wider community.	
Assist with the communication of the Reach South vision within the Academy's community, reinforcing the Academy's identity as a school within the family of Reach South schools.	
Leadership, Governance and Compliance	
Take the lead in the development of a 12 month Action Plan for the Academy which is consistent with Reach South's overall strategic objectives and identifies appropriate priorities for the Academy as well as the targets for improvement and specific actions to be taken. The Action Plan will be consistent with any locally established priorities agreed by the relevant Reach South Regional Board.	
Advise and report to the Reach South Leadership and Executive Teams on the implementation of the Action Plan, identifying any further financial, educational and organisational threats and weaknesses as well as opportunities for growth and improvement.	
Review the performance of the Academy's senior leadership team, implementing any necessary staffing changes and supporting the Regional Director who will directly line manage the Headteacher or Headteacher Designate.	
Review and if necessary establish systems and procedures in the Academy, which prioritise continuous school improvement, provide for sufficient challenge and feedback and enable support to be accessed from the Leadership and Executive Teams where available.	
Promote the re-establishment in due course of the Local Governing Body for the Academy, carrying out a skills and capacity audit of governors and advising the Leadership and Executive Teams of any shortages and governor training needs.	
Encourage and facilitate the coming forward of individuals who can serve on the Local Governing Body, supporting the training of governors and leaders as appropriate and ensuring there is sufficient diversity of skills, appropriate experience and capacity to provide meaningful support to the Academy's leadership team (whilst reporting directly to the Reach South Trust Board).	
Have regard to the public sector equality duty in the performance of any duty.	

Responsibility / Delegated Authority	Assessment
Act in accordance with the terms of the Reach South Master and Supplemental Funding Agreements, the Reach South Articles of Association and the current EFA Academy Financial Handbook in the performance of any duty.	
Ensure that at all times the Academy is meeting any legal requirements and duties.	
Finance and Risk Management	
Ensure that at all times any funds delegated to the Academy or otherwise held on behalf of the Academy are safeguarded, having regard to the duty of the Reach South Trustees as trustees of charitable assets and as recipients of public money.	
Review and set the budget, identifying all expenditure and income of the Academy, acknowledging any amounts to be set aside for Reach South central costs and reserves and contributing to any discussions initiated either by the Reach South Regional Board or the Leadership and Executive Teams in relation to the budget of the Academy and the appropriate use of all funds available to the Academy.	
Implement and introduce (if necessary) the systems of financial and risk reporting in respect of the Academy that are required by the Reach South Trust Board, reporting as required (including to any internal audit committee or to the external auditors) and highlighting any specific risks which might jeopardise the fulfilment of the Action Plan for the Academy.	
Implement any Reach South policy for the approval and signing of contracts (including the Reach South Financial Procedures Policy), ensuring that all contracts to be entered into by the Academy are appropriate, have been authorised (or are within delegated authority) and do not expose the Academy, the Regional Board or the Trust Board to undue risk.	
Standards and School Improvement	
Carry out an immediate review of the standards of teaching and learning in the Academy and agree with the Reach South Chief Executive Officer and the Regional Director in line with the Action Plan the specific actions to be taken to address areas of weakness, working with the Academy's leadership team and facilitating the sharing of best practice with other Reach South Academies. These will be formalised in the Action Plan.	
Review the current curriculum and advise the Leadership and Executive Teams and the Reach South Trust Board on any changes to be made to the curriculum so that it meets the Academy's specific needs (and the priorities identified in the Action Plan) and has regard to:	

Responsibility / Delegated Authority	Assessment
<ul style="list-style-type: none"> • any nationally recognised curriculum • the obligation to provide religious education, sex education and physical education • special educational needs • national testing and attainment targets, and • any teaching objectives and priorities adopted by Regional Board or the Trust Board for all Academies. 	
<p>Report to the Regional Director of Education and the Reach South Trust Board on the targets for the relevant Key Stages, identifying any threats to the attainment of targets and advising on steps being taken to address poor performance measured against such targets, facilitating any intensive work required to improve immediate prospects.</p>	
Staffing	
<p>In agreement with the Reach South Chief Executive Officer and the Regional Director (but having regard to the advice of the Academy's leadership team where appropriate), review the current staffing structure for the Academy, identifying:</p> <ul style="list-style-type: none"> • the optimum number of staff required to be employed at the Academy • the levels of the posts required • the role responsibilities of all staff currently employed • any changes to be made in the staffing structure, and/or • any training needed to support the teaching and learning priorities. 	

Responsibility / Delegated Authority	Assessment
Implement the staffing structure agreed with the Reach South Chief Executive Officer, advising on the timescale and risks attached to achieving the required outcomes and otherwise, appointing all new staff to work in the Academy and supporting the Academy's leadership team in the on-going review of the performance of all existing staff to ensure that proper standards of professional performance are established and maintained.	
The Reach South Chief Executive Officer, in consultation with the Improvement Board, shall undertake any appointment of the Headteacher.	
Ensure the implementation of the HR policies adopted by the Reach South Trust Board, including recruitment and restructuring, new pay and performance management policies put in place by the Reach South Trust Board for all teaching and non-teaching staff employed at the Academy, ensuring all affected staff of the Academy are kept informed and consulted as necessary.	
Implement any written policy put in place by the Reach South Trust Board for the appraisal of all teaching and non-teaching staff who work in the Academy, having regard to the objectives of the Academy's Action Plan and the need to secure rapid improvement and ensuring all staff of the Academy are kept informed and consulted as necessary.	
In conjunction with the Regional Director of Education, carry out the performance management and appraisal of the Headteacher/Head of School, any deputies and other key leadership appointments in the Academy, supporting the Academy's leadership team in the performance management and appraisal of all other staff and advising the Leadership and Executive Teams of any on-going areas of weakness or concern or where additional support and/or training is required.	
Advise the Leadership and Executive Teams and the Reach South Trust Board on an appropriate programme for the training and professional development of all staff in the Academy, supporting and working with any overall Reach South programme for the development of the Headteachers/Heads of School and other key leadership appointments.	
Implement any written policy for staff disciplinary and grievance procedures put in place by the Reach South Trust Board and, where appropriate, advise on and support the Academy's leadership team on the implementation of the same.	
In conjunction with the Regional Director, undertake any disciplinary or grievance procedure for the Headteacher/Head of School and other members of the Academy's leadership team, reporting to the Reach South Chief Executive Officer and noting any right of appeal to the Reach South Trust Board.	
Facilitate discussion with staff representative bodies, including the unions, at both Reach South Trust Board level and within the Academy.	

Responsibility / Delegated Authority	Assessment
Premises And Resources	
Formulate, implement and keep under review a policy for safeguarding and health and safety at the Academy, having regard to any advice issued by the Leadership and Executive Teams from time to time.	
Provide such advice and information as may be required from time to time to enable the Reach South Trust Board to take out and review the level of insurance cover for the Academy and, at the request of the Leadership and Executive Teams, undertake appropriate and regular risk assessments.	
Advise and report to the Leadership and Executive Teams on any estate management strategy for the premises and facilities used by the Academy, identifying any planned maintenance and any need for substantial works to meet the strategic aims of the Academy, including considering the availability of funding or the need to secure funding. No significant capital works will be undertaken or commissioned by the Improvement Board without the express written consent of the Leadership and Executive Teams and the Reach South Trust Board.	
Ensure any works to the school premises are carried out by appropriately qualified workers, notifying the Reach South insurers as appropriate.	
Ensure any use of the school premises or facilities for community or income generating purposes are carried out in compliance with any policy issued by the Reach South Trust Board in relation to such matters (including any prepared on the advice of the Reach South accountants) and keeping a separate account of any income received so that this can be identified separately in the Academy's accounts.	
Delegation	
The Improvement Board may delegate any powers and responsibilities to the Headteacher/Head of School of the Academy, subject to any requirements of the Reach South Trust Board or advice given by the relevant Reach South Regional Board. The Improvement Board will ensure the eventual gradual transfer of responsibility to the Headteacher/Head of School, the Academy's leadership team and the Local Governing Body is done sensitively to help successfully deliver the Academy's long term strategic plan.	