



## **South West Hub Governance Board Terms of Reference**

### **Constitution**

The Avanti Schools Trust Board of Trustees has determined to put in place a **South West Hub Governance Board** to oversee the governance of the following three South West Avanti Schools Trust Schools until such a time as the schools have been stabilised and School Stakeholder Committees put in place:

- Avanti Gardens School, Bristol
- Avanti Park School, Frome
- Avanti Hall School, Exeter

### **Membership and Quorum**

- The **South West Hub Governance Board** shall consist of a minimum of three members who shall be members of the Board of Trustees and other suitably qualified individuals who are not employees of the Trust.
- The AST Board may appoint additional members of the **South West Hub Governance Board** at any time and may remove existing members for reasons of incapacity or persistent non-attendance, e.g. missing 3 meetings sequentially.
- The Chair of the **South West Hub Governance Board** shall be appointed by the AST Board.
- The **South West Hub Governance Board** will be responsible for the appointment and removal of a Clerk to the Board.
- Members of the **South West Hub Governance Board** will hold office for the period that the board is in existence, although individual members may resign at any time.
- The **South West Hub Governance Board** may make such arrangements as they see fit for the discharge of their functions by any other person.
- The quorum for all meetings will be three members.
- The Chair will have a casting vote in determining decisions where votes might otherwise be tied.

## Frequency of Meetings

- Whilst it is for the South West Hub Governance Board to determine the regularity of meetings, it is anticipated that it will meet at least half termly to ensure the pace of improvement is maintained and to monitor improvement.

## Duties of the Board

- The **South West Hub Governance Board** will fulfil all functions of governance as delegated by the AST Board and will oversee all three schools in a way that ensures improvement and promotes high standards of educational achievement.
- The main function of the **South West Hub Governance Board** will be to secure the governance of each school, developing a sound basis for school improvement, with the intention of enabling the schools rapidly to move out of the MAT's 'stabilise and repair' category and to secure sustainable improvement.

The duties of the **South West Hub Governance Board** can be summarised under four key roles:

1. Be strategic leaders of each school by:
  - 1.1 Liaising with the AST Board's Standards Committee in agreeing whole school and hub-wide performance targets;
  - 1.2 Overseeing the conduct of hub-wide leadership and management through regular monitoring of the Hub Development Plan;
  - 1.3 Setting staffing structures in consultation with the HR Director of AST;
  - 1.4 Monitoring performance management arrangements;
  - 1.5 Reviewing and monitoring local-level risks on a regular basis.
  - 1.6 Scrutinising the evidence provided surrounding hub-level finances and agreeing appropriate use of restructuring funds.
  - 1.7 Agreeing any locally determined or locally adapted policies and plans drafted by the Hub Director or Education Director, and setting an appropriate policy framework within which each school must operate;
  - 1.8 Contributing to the appointment process for senior hub and school leaders.
2. Support and challenge the SW Hub Director and each Principal by:
  - 2.1 Monitoring the quality of provision and standards of achievement within each school;
  - 2.2 Contributing to the running of each school by participating in the management of exclusions, complaints, admissions and appointments panels and other such forums that require representation of persons not employed at each school;
  - 2.3 Monitoring performance against targets set by the South West Hub Governance Board;

- 2.4 Monitoring school self-evaluation and satisfying itself as to the accuracy of this, including via external support as determined by the South West Hub Governance Board;
- 2.5 Ensuring each school complies with statutory requirements;
- 2.6 Providing challenge and support to the Hub Director and to each Principal;
- 2.7 Monitoring and evaluating progress towards post-inspection action points.
3. Hold the Hub Director to account, and be accountable to any interested party for each school's performance by:
  - 3.1 Receiving regular information from the Hub Director on the performance of all aspects of the three schools;
  - 3.2 Contributing to the performance management of the Hub Director and monitoring progress towards agreed targets;
  - 3.3 Determining how each school's relationships with parents will be managed including what will be communicated, in what medium and how frequently and liaising with the parent forums where appropriate.
4. Manage the process for the establishment of School Stakeholder Committees (SSCs) in each school by:
  - 4.1 Establishing parent forums in each school, as forerunners of SSCs;
  - 4.2 Liaising with schools to oversee a process of fair elections to SSCs;
  - 4.3 Liaising with the AST Board over arrangements for training new SSC members.

### **Conduct of the SOUTH WEST HUB GOVERNANCE BOARD**

- The **South West Hub Governance Board** will conduct its business in an open and transparent way and in accordance with the principles of standards in public life as determined by the Nolan committee, and with reference to 'The Good Governance, Standards for Public Services' document produced by the Independent Commission for Good Governance in Public Services.
- At the beginning of each academic year the South West Hub Governance Board will agree a schedule of business for the forthcoming year, to include monitoring of targets designed to measure the effectiveness of the Board in carrying out its functions.
- Where functions have been delegated to an individual, or a group, they must report back to the full **South West Hub Governance Board** on actions taken under delegation at the earliest possible opportunity.
- The **South West Hub Governance Board** remains responsible to the Avanti MAT Board for any action undertaken on its behalf under delegation.

- Individual members of the **South West Hub Governance Board** must respect confidentiality. It is for the **South West Hub Governance Board** to determine which parts of meetings, and the associated minutes, should remain confidential.

### **Procedural issues**

- The agenda for **South West Hub Governance Board** meetings will be determined by the Chair of the **South West Hub Governance Board** in Consultation with the Hub Director, and will be circulated a week before the meeting.
- **South West Hub Governance Board** minutes will be collated and sent to the Chair within two weeks for approval, before wider circulation to the members of the **South West Hub Governance Board** and the AST Board, by secure email. After 3 days of the minutes being received by the AST Board, these minutes will be assumed accepted and the actions therein approved unless there are any unresolved objections from the AST Board.
- Once approved by members of the **South West Hub Governance Board**, non-confidential draft minutes will be published on each school's website.
- The Chair of the **South West Hub Governance Board** will also provide an oral report to each AST Board meeting, summarising the main discussion at each Hub Board meeting.
- Urgent decisions that need to be taken by the Hub Director in the period between **South West Hub Governance Board** meetings will be with the approval of the Chair of the **South West Hub Governance Board**. The AST Board will be informed as soon as practicable by the Chair of the **South West Hub Governance Board**.

Reviewed and revised September 2020

Approved by AST Board 7<sup>th</sup> October 2020