



Maiden Erlegh Trust (the Trust)
Trust Board
Terms of Reference

1. Purpose

- 1.1 The Trust Board is the ultimate accountable and responsible body and has overall responsibility and ultimate decision-making authority for all the work of the Trust. The Trust Board is responsible for establishing the strategic vision, values, and ethos of the Trust and for modelling the behaviours expected of all staff within the organisation.
- 1.2 The Trust Board will put the wellbeing and highest quality education of children first, and will monitor, challenge, and support the executive team, understanding the challenges and pressures on schools and helping leaders navigate these issues with sensitivity, optimism, and ambition. The Trustees will act with integrity and honesty in all dealings.
- 1.3 The Trust Board fulfils its responsibilities through strategic planning and by the setting of policy and standards as well as taking responsibility for the oversight and management of risk. The Trustees have the power to direct change where required.
- 1.4 The Trustees will be supported by three Trust sub-committees: **Finance and Operations, Audit and Risk** and **Educational Standards and Culture**. Each committee is chaired by a Trustee, and the majority of committee members are Trustees. This ensures that devolved decision-making can take place, subject to adherence to the Scheme of Delegation.
- 1.5 The day-to-day management and responsibility for the running of the Trust is delegated in line with the Scheme of Delegation.

2. Membership

- 2.1 The membership of the Trust Board is outlined in the Articles of Association (Article 45-49).
- 2.2 The Members have resolved to appoint the Chief Executive Officer as an ex-officio Trustee, in line with Article 57.
- 2.3 The Executive Director of Education will ordinarily attend the meeting in a non-voting capacity.
- 2.4 The Company Secretary shall ensure that a clerk is provided to take minutes at meetings of Trust Board and its sub-committees.
- 2.5 The term of office of any member of the Trust Board is for a period of four years and, subject to Article 64, is eligible for re-appointment or re-election at the next General Meeting.
- 2.6 The role of Chair and Vice-Chair are elected on an annual basis, in line with Article 82.



3. Quoracy

- 3.1 The quorum for a meeting of the Trust Board, and subsequent vote on any matter, shall be a minimum of one third plus one of the total number of Trustees holding office on the date of the meeting.

4. Frequency of Meetings

- 4.1 The Trust Board shall meet at least six times in the academic year.

5. Reporting Procedures

- 5.1 Within 14 days of each meeting the Clerk will:

- 5.1.1 Produce and agree minutes of its meetings.



Responsibilities of the Trust Board

Responsibilities

- Strategic Planning
- Financial Sustainability
- Compliance with all areas of the Academy Trust Handbook
- Risk Management
- Central Management Team Strategy
- Transition Board and Sponsored School Improvement Plans
- Performance Management Procedure and Impact
- Approval of Statutory & Trust Policies
- Approval of Admissions Arrangements across the Trust
- Statutory Compliance

To ensure the delivery of the Trust’s strategic objectives

Strategic Pillar	Objective 1	Objective 2	Objective 3
Educational Standards	Outcomes and Destination	Quality of Education Provision	Marker of Excellence
Culture and Inclusion	Safeguarding	Attendance	Behaviour and Inclusion
Leading and Developing People	Ethical Leadership	Professional Development	Employer of Choice
Growing and Developing our Community	Trust Growth	Community Confidence	System Leadership
Operational Effectiveness	Financial Sustainability	Operational Sustainability	Statutory Compliance

Strategic Objectives which Trust Board retains sole oversight of are:

Ethical Leadership – Staff will feel part of the Trust community as measured through survey against the national benchmark.

- Develop and implement a strategic communications plan to ensure that all staff are informed and engaged in the wider work of the organisation.
- Seek regular feedback from staff and ensure that substantive actions are communicated and followed through.
- Improve intra-Trust engagement, at both staff and pupil/student level through development of a broad range of intra-Trust activities that builds team ethic and embeds a ‘One Trust’ culture.

Trust Growth – The Trust will continue to grow in a measured and sustainable way, educating 10,000 children and young people by 2028.

- Develop, publish and implement a Trust Growth Strategy.
- Regularly review the Trusts School Improvement, Operational and Financial capacity to meet its growth KPI.
- Maintain and enhance relationships with the DfE and Regional Director team to ensure that the Trust is fully appraised of all opportunities to develop and grow.



Community Confidence – The Trust will maintain community confidence as we continue to grow as measured through stakeholder survey against the national benchmark.

- Develop and maintain strong relationships, built on honesty and transparency, with our statutory partners.
- Ensure that the Trust and its schools communicate regularly with stakeholders, using inclusive media, to build engagement across the organisation.
- Actively engage with, and seek feedback from, all stakeholders and compare our results against national benchmarks.

System Leadership - The Trust will contribute to wider system leadership with MEI growing year-on-year.

- Engage with strategic system leadership opportunities (e.g. Challenge partners hub leaders, behaviour hubs) as they emerge, ensuring that commitment is proportionate to other demands.
- Develop, via MEI, our external training and CPD support offer, in both scope and level of professionalism.
- Develop and deliver an effective school review and improvement offer for commissioning schools.