



“All equal, all different, all achieving together”

Learn@ MAT Terms of Reference

Strategy and Growth Committee

Constitution

The Board of Trustees (“the Board”) has resolved to establish Strategy and Growth Committee in accordance with the provisions of Article 100 of the Articles of Association to advise the Board on matters relating to the Academy Trust’s Strategy and Growth. This Committee shall operate in accordance with any requirements of the Education & Skills Funding Agency and any other national funding bodies. It is responsible to the Board.

Committee

The Committee will consist of:

- Minimum of 3 trustees including the Learn@ MAT CEO or nominated representative and the Director of Finance and the HR Business Manager and Caseworker.
- Associate members as nominated and agreed with the full Trust Board. The number of associate members should never outnumber that of Trustees of Learn@ MAT.

Chair and Vice Chair:

- The Chair and Vice Chair of this committee will be identified and elected by the Learn@ Trust Board.
- The Chair and Vice Chair of this committee will serve a two-year term.
- After a two-year term the Chair and Vice Chair will be subject to a review by the full Trust Board.
- Should the Chair or Vice Chair resign from their position the Trust Board will identify and elect their replacement.

Authority

The Committee is authorised by the Board to:

- investigate any activity within its terms of reference.
- seek any information it requires from the Trustees, Committees and Trust employees, plus relevant information from subcontractors and other third parties.
- obtain external professional advice.

Membership and quorum

- The Board may co-opt persons to the Committee who are not Trustees.
- The Committee shall consist of a minimum of 3 and a maximum of 6 members (of whom at least two shall be Trustees and at least one of whom shall have the relevant skills and expertise).
- The Committee may include employees of the Academy (other than senior postholders and those with executive responsibilities in the Academy at senior level).

- 50% of members, rounded up represent a quorum, provided that there are a majority of Board members present.

Meetings

- The Committee shall meet as necessary but normally at least once per term.
- The Chair or any two members may call a meeting.
- The meetings shall be timely with the work of the Academy's internal audit service and the financial statements auditor.
- Non-members may be invited to attend meetings.
- Other Board members shall not have the right to attend meetings.
- The Clerk to the Committee will keep appropriate records of the proceedings.
- The minutes of Committee meetings shall be circulated to all Board members.

Quorum

- Three Trustees and the Learn@ MAT CEO (or nominated representative) will represent a quorum.
- The committee will invite other Trustees and people with specific expertise relevant to its work to attend as appropriate.
- The committee will not meet without the Learn@ MAT CEO (or nominated representative) being present

Duties

- Individual committee members will take a lead role in different aspects of the work of the Strategy and Growth Committee to support it in processing and delivering on its role as detailed in this document.
- The committee will determine the lead trustees it requires and they will be identified and elected by the committee and appointments communicated to the full Trust Board.
- Each lead trustee will be responsible for summarising any information they collect in a report (verbal or written) to the committee.
- CEO report to the Strategy and Growth Committee to include but not restricted to:
 - Growth Development 10-year strategy
 - Growth Development Action Plan
 - Academy Development Plans
 - Academy Site Development Plan
 - Key Performance Indicators (KPIs monitoring form
 - Recent updates and reports on current new developments, including New Schools and expansions to current Academies.
 - Academy staffing structures and proposed changes to staffing structures
 - Academy CPD plans and records.
 - Learn@ MAT Monitoring Form for each Academy

- New alliances and partnership proposals
- All relevant budgetary information
- Analysis and discussion at appropriate time in the academic year about:
- Business Case applications to the RSC for expansion
- TCAF information and monitoring of current allocated funds
- Condition Improvement Fund (CIF) bids and planning for CIF bids
- New Free School opportunities
- All Academy Sponsor opportunities and/or requests to join Learn@ MAT.
- Whole Trust staffing changes, new proposals and training, including the central team, the executive team, the specialist services, the Lead Roles and the Advisory Services.
- Monitoring strategic growth against our:
 - Vision of Learn@ MAT
 - Growth Development Plan
 - Current capacity
 - Leadership and governance
 - Current Trust internal priorities and needs
 - Finance and funding
 - Operational (eg external contracts, Specialist Services, Health and Safety, legal advice, HR advice)
- Reports from trustees attached to the committee based on:
 - courses,
 - conferences,
 - meetings,
 - correspondence since the last meeting
- Invited attendees to share their expert knowledge including:
 - Regional Schools Commissioner lead officer,
 - DFE/ESFA representatives,
 - Local Authority lead officers,
 - Head Teachers
- Chairs of Academy Council or representative(s)
 - Parent voice
 - Staff voice
 - Student voice
 - Others as deemed relevant and useful
- To establish, monitor and review a clear growth strategy plan(10 years plan ahead) for Learn@ MAT which fit within Learn@ MAT vision and ethos.
- To ensure this plan reflects internal and external growth and development.
- To ensure capacity is aligned with growth making it possible for quality and success can be achieved.

- To keep informed of the current situation of our Academies and by scrutinising the Risk Register provide assurances that the Trust growth agreements do not overstretch our capacity.
- To oversee, monitor and promote all approved aspects of “Growth” across the Trust.
- To receive and assess all potential new growth developments relevant to Learn@ MAT, including:
 - New Free School applications;
 - Proposed new school joiners;
 - Proposed sponsor schools;
 - Proposed expansions to existing Academies;
 - Significant change to or use of an Academy site;
 - Significant change to any staffing structure across the Trust;
 - Academy kite mark awards;
 - Recruitment and retention of Trustees and Academy Councillors.
- To clarify, approve and monitor a rigorous due diligence programme administered by the Executive Team for all new ventures.
- To promote and support Succession Planning throughout the whole Trust from governance to employees, specifically:
 - Executive
 - Leadership
 - Governance
 - Specialist support
 - Lead Roles
 - Advisory support
 - Teaching and Learning
 - Residential Care
- To promote and monitor an equal and fair CPD process across the Trust which allow all staff to achieve their potential and re-invest their skills and knowledge into Learn@ MAT.
- To promote a unified staffing structure across the whole Trust which reflects equality and fairness and both sets minimum standards for each level of post, and our expectations of training and professional development at each level.
- Uses national and regional information and data to monitor our growth and development against other Trusts and similar organisations.
- To hold to account the head teachers and Director of Education for the work within each Academy relevant to ensuring alignment to the Trusts strategic growth plan.
- To monitor, support and challenge the internal growth and development of each Academy in achieving regional and national recognition in key areas highlighted in Learn@ MAT growth action plan.

- Monitor and review staff retention issues and review the exit interviews of staff.

- Monitor the induction and training of all new Trustees and Academy Councillors.
- Monitor and review the continued professional development of support teachers (including newly qualified teachers), teaching staff, administrative staff and others employed by the school. And to monitor that all head teachers receive approved leadership coaching.
- Confirm all Committee decisions that have a budgetary implication with the Audit Finance and Resources Committee before they are implemented. Items of this nature can be agreed by the committee and marked as “Agreed pending approval by the Audit Finance and Resources Committee”.
- Review and monitor key statutory requirements and Academy policies as identified in the “Learn@ MAT Academy Policy Review Cycle Document”.
- Report relevant information to the full Trust Board on a termly basis.
- Monitor and review any other items as directed by the full Trust Board, for example in relation to the Growth Action Plans.
- To promote and monitor the sharing of best practice across the Learn@ MAT to underpin the programme of academy-to-academy support that is focused on the needs of the individual academies.
- To visit outstanding special school Multi Academy Trusts in England to inform the governance and development of Learn@ MAT.
- Review this constitution on an annual basis and gain approval for any proposed changes from the full Trust Board.

Review Cycle	Annually	Review Body	Strategy and Growth Committee
Review Date	July 2021	Status	Statutory
Authorised by	Board of Trustees	Review Date	July 2022