

Reach South Academy Trust

Board of Trustees

Terms of Reference 2026-27

1. Purpose

The Board of Trustees is the accountable body for Reach South Academy Trust and is responsible for providing strategic leadership, oversight and assurance across the Trust.

The Board determines the Trust's vision, values and strategic direction, holds executive leaders to account for educational and organisational performance, and ensures the Trust remains financially sustainable and compliant with its legal and regulatory obligations.

The Board retains ultimate accountability for all Trust decisions, actions and outcomes, including where responsibilities are delegated.

2. Authority

The Board exercises all powers of the Trust in accordance with the Articles of Association, Funding Agreement and relevant legislation.

The Board may:

- Establish committees and local governance structures
- Delegate responsibilities through the Scheme of Delegation
- Appoint individuals to specific governance roles
- Seek information, assurance and advice as required to discharge its responsibilities
- Obtain external professional advice where necessary

The Board retains responsibility for all matters reserved to Trustees and those which cannot be delegated under law, regulation or the Trust's governing documents.

3. Membership

Membership of the Board shall be determined in accordance with the Trust's Articles of Association.

Trustees shall be appointed based on the skills, experience and expertise required to support effective governance and delivery of the Trust's vision and values.

The Chair and Vice-Chair shall be appointed in accordance with the Articles of Association

Trustees shall participate in induction, ongoing development and governance training appropriate to their role.

4. Meetings

The Board shall meet at least three times each academic year and ordinarily six times per year

Additional meetings may be convened where required

The quorum shall be as determined by the Articles of Association

A Governance Professional shall support the Board and provide advice on governance, procedure and regulatory compliance

5. Responsibilities

The responsibilities of the Board are set out in full in Appendix 1.

The Board provides strategic leadership, oversight and assurance across the following key areas:

- Vision, values and strategic direction
- Educational performance and quality of education
- Safeguarding, inclusion and SEND
- Governance and accountability
- Regulatory compliance and policy
- Risk management and assurance
- Finance and resources
- People and leadership
- Estates, health and safety
- Inspection readiness, stakeholder engagement and reputation management

In fulfilling its responsibilities, the Board focuses on strategic leadership, oversight and assurance rather than operational management.

6. Reserved Matters

The Board retains responsibility for all matters reserved to Trustees and those identified within the Articles of Association, Funding Agreements and Scheme of Delegation.

Reserved matters include:

- Approval of strategic plans
- Approval of budgets and annual accounts
- Appointment and dismissal of the Chief Executive Officer
- Approval of governance structures and the Scheme of Delegation
- Approval of key Trust-wide policies
- Approval of major organisational change
- Land and property transactions reserved to Trustees

7. Reporting and Review

The Board shall:

- Receive reports and assurance from Board Committees, Local Governance Committees and the Chief Executive Officer
- Review Trust performance against strategic priorities
- Undertake annual self-evaluation and governance effectiveness reviews
- Monitor Board skills, succession and development
- Commission external reviews where appropriate

These Terms of Reference shall be reviewed annually and amended as necessary to reflect changes in legislation, regulation and Trust governance arrangements

Appendix 1:

Area	Responsibilities
Vision, Values and Strategic Direction	Determine the Trust's vision, values and ethos
	Approve the Trust Strategic Plan and strategic priorities
	Monitor progress against strategic objectives and ensure alignment between educational, operational and financial strategies
Educational Performance and Quality of Education	Hold executive leaders to account for educational performance and standards
	Monitor pupil outcomes, attendance, behaviour and academy performance
	Approve Trust-wide curriculum and assessment frameworks
	Ensure effective school improvement arrangements are in place
Safeguarding, Inclusion and SEND	Approve Trust-wide safeguarding arrangements and receive assurance regarding compliance with statutory requirements
	Monitor equality, diversity, inclusion and SEND provision across the Trust
	Review outcomes for disadvantaged pupils, pupils with SEND and other vulnerable groups
	Appoint a Safeguarding Trustee
Governance and Accountability	Approve governance structures, committee arrangements and the Scheme of Delegation
	Appoint and remove Trustees as permitted by the Articles
	Monitor governance effectiveness and succession planning
Policy and Regulatory Compliance	Approve Trust-wide statutory policies and policy frameworks
	Monitor compliance with company, charity and education legislation, including the Academy Trust Handbook
	Ensure statutory reporting obligations are met
Risk Management and Assurance	Determine the Trust's risk appetite
	Approve the Risk Management Framework and oversee the Trust Risk Register
	Receive assurance from the Audit and Risk Committee and ensure effective systems of control and business continuity
Finance and Resources	Approve budgets, forecasts and annual accounts
	Monitor financial performance and sustainability
	Ensure effective stewardship of public funds and value for money
	Approve significant financial decisions reserved to the Board
People and Leadership	Appoint and performance manage the Chief Executive Officer
	Approve workforce strategy and key people policies
	Monitor workforce wellbeing, leadership capacity and succession planning
Estates, Health and Safety	Approve the Trust Estates Strategy and Asset Management Plan
	Monitor estates compliance, premises condition and health and safety performance
	Ensure sufficient investment in Trust infrastructure
Inspection, Stakeholder Engagement and Reputation	Receive assurance regarding inspection readiness and monitor inspection outcomes
	Promote effective stakeholder engagement and communication
	Monitor reputational risks and oversee responses to significant issues affecting the Trust