



# HuishEpiscopi

## COMPLAINTS COMMITTEE

### TERMS OF REFERENCE

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**Purpose:** To meet the Academy Board's obligation with regard to hearing parental or other non-staff complaints not covered by the Academy Grievance Procedure. Decisions will be reported to the Full Board of Directors.

**Membership:** The committee shall comprise at least three Directors.

**Quorum:** The quorum is three Directors.

**Meetings:** The Committee shall meet as necessary.

**Terms of Reference:**

- All Directors will be eligible to serve on this Committee. The Chair will be appointed at each meeting.
- The Committee shall consist of not less than three Directors of the Academy Board with no previous knowledge of the situation and not known personally to the complainant involved.
- The Principal and any other staff Director are disqualified from membership of the Committee.
- The meetings of the Committee will have regard to the Complaints Policy and Vexatious Complaints Policy
- The Clerk to the Committee will circulate an agenda and papers for each meeting at least a week before the Committee meeting.
- The Chair of the Committee will be responsible for giving an oral summary of the Committee's deliberations if necessary at meetings of the Academy Board and any Director with an interest in the case is required to withdraw for this agenda item.
- The Clerk to the Academy Board MUST minute all meetings.



## AUDIT COMMITTEE TERMS OF REFERENCE

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**Purpose:** All academy trusts **must** have a programme of internal scrutiny to provide independent assurance to the board that its financial and non-financial controls and risk management procedures are operating effectively. (AFH 2020 – 3.1)

**Membership:** The Committee shall comprise at least three directors which will include the Chair and Vice-Chair of the Academy Board and the Responsible Officer.

**Quorum:** The quorum is two directors excluding the Principal.

**Meetings:** The Committee will meet at least once a term (at least three times a year (AFH 2020 - 3.7)

### AUTHORITY

The Audit Committee is authorised to:

- request any information from any employee, the Auditors both internal and statutory or another assurance provider.
- obtain outside legal or independent professional advice it considers necessary in consultation with the Accounting Officer and/or Chair of the Board of Trustees

### ROLE

- To monitor the integrity of the process of producing the financial statements of the Academy Trust
- To review the Academy Trust's internal financial controls and the company's internal control and risk management systems. This will include a review of the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year (AFH 2020 3.12)
- To monitor and review the effectiveness of the Academy Trust's internal audit programmes.
- To make recommendations to the Academy Members in relation to the appointment of the external auditor and to approve the remuneration and terms of engagement of the external auditor.
- To review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process, taking into consideration relevant UK professional and regulatory requirements.

- To bring to the Board's attention any matters where it considers that action or improvement is needed, and make recommendations as to the steps to be taken.
- To report to the board, annually, on how it has discharged its responsibilities.
- To consider all relevant reports, including reports on the Academy's accounts and the response to any management letters.
- To monitor and review the arrangements for the deterrence and detection of fraud.
- Where there are any issues or concerns regarding financial mismanagement, the procedures outlined in the Confidential Reporting Code will be followed.

## **ADMINISTRATION**

The audit committee will:

- Meet at least once a term
- Report to the Academy Board once a term or more frequently if required
- Be made up of at least three Directors - The Chair of the Academy Board, The Vice Chair of the Academy Board and the Responsible Officer, who will Chair the Audit Committee. The Accounting Officer and Chief Financial Officer will be ex officio members with no voting rights.
- Be quorate if two Directors are present.
- Provide an agenda, drafted by the chair, at least five working days prior to the meeting
- Arrange for the Clerk to the Academy Board to take minutes
- Submit the approved minutes to the next scheduled meeting of the Academy Board
- Ensure that information is supplied to the DfE and ESFA that affects funding is accurate and in compliance with funding criteria



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## FINANCE AND PREMISES COMMITTEE TERMS OF REFERENCE

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### **Purpose:**

To assist the decision making of the Academy Board, by enabling detailed consideration to be given to the best means of fulfilling the Academy Board's responsibility for sound management of the Academy's finance and resources and that the premises are managed and developed, ensuring proper planning, monitoring and probity.

To make appropriate comments and recommendations on such matters to the Academy Board on a regular basis.

Major issues will be referred to the full Academy Board for ratification and financial decisions as per the scheme of delegation contained within Appendix D of the Financial Regulations and Accounting Policy.

### **Membership:**

The committee shall comprise at least six Directors of whom one is the Principal or his representative. Additional Directors may be co-opted or attend as necessary. Additionally, the Responsible Officer, who chairs the Audit Committee, attends this committee as an observer without voting rights.

**Quorum:** The quorum is three directors, excluding both the Principal and Responsible Officer.

**Meetings:** The committee shall meet once a term or otherwise as necessary prior to the meeting of the Academy Board. Minutes of meetings will be circulated to the Academy Board.

### **Terms of Reference (General)**

1. The membership of the committee will be agreed on an annual basis at the last meeting of the whole Academy Board in the summer term.
2. The Chair and Vice Chair of the committee will be elected by the committee on an annual basis at the first meeting of the committee in the autumn term. No Director employed at the Academy will act as Chair to the committee.
3. The Committee will regularly review (and amend if necessary) Academy policies that the Academy Board has delegated responsibility for, as detailed on the Academy Policy Review schedule.
4. In the absence of the Chair, Vice Chair or Clerk the committee will elect a replacement for the meeting.

5. The Clerk to the committee will circulate an agenda and papers for each meeting at least a week before the committee meeting.
6. The Chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the whole Academy Board. Minutes of the committee will be circulated to the Academy Board.
7. Each committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of the Academy staff who are not Directors.
8. Any Director may attend meetings of committees.

#### **Terms of Reference (Finance Section)**

1. To consider the Academy's indicative funding, notified annually by the ESFA, and to assess its implications for the Academy, in consultation with the Principal, in advance of the financial year, drawing any matters of significance or concern to the attention of the Academy Board.
2. To consider and recommend acceptance/non-acceptance of the Academy's budget.
3. To contribute to the formulation of the Academy's development plan, through the consideration of financial priorities and proposals, in consultation with the Principal, with the stated and agreed aims and objectives of the Academy.
4. To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
5. To liaise with and receive recommendations from the Pay and Personnel Committee, Huish Leisure Ltd and Teaching and Learning Committee, as appropriate, and to make recommendations for approval to those committees about the financial aspects of matters being considered by them.
6. To monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy, and with the financial regulations of the ESFA, drawing any matters of concern to the attention of the Academy Board.

7. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
8. To monitor the financial performance of Huish Leisure Ltd and report to the Academy Board.
9. To receive the audited financial statements and accounting policies and recommend to the Academy Board for approval.
10. To receive statutory auditors' reports and to recommend to the full Academy Board action as appropriate in response to audit findings.
11. To review financial policy and statements, including consideration of long term financial planning and resources
12. To monitor the accounts of voluntary or "unofficial" funds held by the Academy and receive the auditor's annual report
13. To have regard to the principles of Value for Money.
14. To have regard for improving efficiencies across all aspects of Academy expenditure.
15. To review the lettings policy and charges annually

#### **Terms of Reference (Premises Section)**

1. To monitor improvements to facilities relating to Teaching and Learning contained in the Academy Improvement Plan
2. To ensure that statutory directions on Health and Safety matters are carried out, including regular Health and Safety checks
3. To ensure that recommendations for action following inspections and audits are satisfactorily carried out
4. To report regularly to the full Academy Board on the state of repair of the Academy's property
5. To ensure that adequate insurance is provided for premises and contents
6. Oversee the preparation and implementation of relevant contracts as per the Schemes of Delegation



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## MONITORING AND INTERVENTION GROUP

### TERMS OF REFERENCE

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**Purpose:**

- To raise achievement in subject areas across the Academy.
- To hold members of the senior leadership team, middle leaders, teaching staff and others to account through regular half termly meetings.
- To have a roving focus in that they carry out their actions in proportion to need
- To receive presentations and question members of staff on current and future performance.
- To recognise staff for their challenges and successes
- To use their group to focus on modelling best practice across team leaders
- To report their findings back through the Teaching and Learning Committee and make recommendations to the Academy Board for further action.

**Membership:** Directors, of whom one is the Principal or his representative, may be co-opted or attend as necessary.

**Meetings:** The group shall meet once a half term or otherwise as necessary. Minutes of meetings will be circulated to the Academy Board.

#### Terms of Reference (Finance Section)

- To consider the Academy's performance data and to make recommendations as to how performance in subject areas can be improved which may involve additional financial commitments
- To have regard to the principles of Best Value
- Recommendations are made through Teaching and Learning Committee to the Academy Board for further action.

#### Terms of Reference (Premises Section)

- Directors may make recommendations to the Academy Board regarding premises issues if it is shown that an issue relating to premises is having a detrimental effect on student learning

- Recommendations are made through Teaching and Learning Committee to the Academy Board for further action.

### **Terms of Reference (General)**

- The membership of the group will be agreed on an annual basis at the last meeting of the Academy Board in the summer term.
- The MIG meetings will be Chaired by the Principal or his representative.
- In the absence of the Chair or Clerk the group will elect a replacement for the meeting.
- The Clerk to the group will circulate an agenda and papers for each meeting at least a week before the group meeting.
- The Chair of the group will be responsible for giving an oral summary of the group's deliberations if necessary at meetings of the Academy Board.
- The group is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of the Academy staff who are not Directors.
- It is not normally appropriate for staff Directors to attend meetings of this group since it may represent a clash of interests.
- Recommendations are made through Teaching and Learning Committee to the Academy Board for further action.





## PAY AND PERSONNEL COMMITTEE

### TERMS OF REFERENCE

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**Purpose:** To assist the decision making of the Academy Board, by allowing detailed consideration of Pay and Personnel matters.

To make appropriate reports and recommendations on such matters to the Academy Board on a regular basis.

Decisions will be reported to the full Academy Board.

**Membership:** The committee shall comprise at least four Directors excluding the Principal (or the Vice Principal). Additional Directors may be co-opted or attend as necessary.

**Quorum:** The quorum is three Directors, excluding the Principal.

**Meetings:** A report of the business conducted will be made at the next full Board meeting.

**Operation:**

Directors of this committee should not have any financial interest or personal relationship with any employee of the Academy. Staff, with the exception of the Principal (or in his absence the Vice Principal) and the Business Manager, are excluded from attending this Committee. The Principal should not be present whenever matters relating to his/her employment, grading or salary are under consideration. The Business Manager should not be present for discussions relating to his/her employment or that of other members of the SLT.

All minutes of this Committee are to be considered as confidential. Reports to the Full Academy Board should exclude staff specific references as far as possible. The Clerk to the Academy Board will take the minutes of all meetings.

Whilst staff grades and remuneration are normally considered annually, the other responsibilities of this Committee may require more frequent meetings. The Committee will review Academy policies relating to personnel issues as scheduled for ratification by the full Academy Board.

### **Specific Responsibilities**

- To consider the overall staffing levels and requirements of the establishment to discharge the Academy's responsibilities and to consider any changes in existing contracts of teaching and support staff submitted by the Principal.
- Approve teachers' salaries, including recommendations from Senior Leadership Team on whether to award performance pay in line with the Academy's Pay Policy, ensuring that staff performance has been fully and fairly considered in totality. Initially this should be undertaken by the Principal and at least one member of the Pay and Personnel Committee before presentation to the full committee.
- Monitor the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates and check processes operate fairly.
- To review the salaries of individual Lead Practitioners
- To review the salaries of members of the Senior Leadership Team within the approved framework using information provided by the Principal and taking into account pay differentials.
- To review the salary of the Principal within the approved framework of the establishment using the information contained in the AIP (Academy Improvement Plan) and the report of the Principal's Performance Management Group.
- To make a recommendation to the Academy Board on the annual pay award for support staff and teaching staff. The Academy Board, with the exception of any Directors who are members of staff or Directors with a personal interest, will make the final decision.
- The Academy Board may refer items back only where the Pay and Personnel Committee has exceeded its powers.
- To review the levels of staff absence and the Academy's health and wellbeing approach.
- To monitor the performance of Academy staff and ensure that appropriate interventions are made to support Academy success.
- To review, make available and adopt where appropriate:
  - Pay Policy
  - Appraisal Policy including the criteria for pay progression.
  - Procedures for dealing with discipline and grievances and ensure that all staff are aware of them;
  - Criteria for redundancy as and when required
- To liaise closely with the Principal and the Finance and Premises Committee at the time the budget is being decided in considering teaching and support staff levels in the context of the Academy Improvement Plan and available funds. Additionally, to identify and consider budgetary implications of pay decisions and consider these in the Academy's spending plan.
- Agree the extent to which specific functions relating to pay determination and appeals processes will be delegated to others, such as the Principal.
- To assure themselves that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that pay decisions can be objectively justified.

### **Committee Operating Procedures**

Directors of this Committee will be provided with sufficient and adequate information relating to Pay and Personnel issues to enable them to discharge their responsibilities in a fair and objective manner. This to include:

- Current regulations/agreements determined by National and/or Local Authority pertaining to establishment levels, grades and salaries.
- Recommendations for regradings must be supported by a copy of a current job specification and responsibilities, together with a proposed new job specification – sufficient to identify justification for regrading. Staff may submit a letter to support their case to aid Directors in making their decision.
- The Principal to provide his/her recommendation together with full costs in writing prior to the meeting.
- A Performance Review structure will be provided for all staff.
- Committee decisions relating to individual posts must be communicated to the staff concerned in writing by the Chair or Principal.

### **Terms of Reference (General)**

- The membership of the committee will be agreed on an annual basis at the last meeting of the full Academy Board in the summer term.
- The Chair and Vice Chair of the committee will be elected by the committee on an annual basis at the first Committee meeting of the Autumn term. In the absence of the Chair or Vice Chair the committee will elect a replacement for the meeting.
- The Clerk to the committee will circulate an agenda and papers for each meeting at least a week before the committee meeting.
- The Chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the whole Academy Board.
- Any Director, excluding Staff Directors, may attend meetings of a committee.



## PRINCIPAL'S PERFORMANCE REVIEW PANEL

### TERMS OF REFERENCE

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- Purpose:** To ensure the professional and timely completion of the Principal's Performance Review process
- Membership:** The Panel shall comprise at least three Directors of the Academy Board, none of whom will be staff Directors. Additional Directors of the Academy Board may be co-opted or invited to attend as necessary.
- Quorum:** The quorum is two Directors, excluding the Principal
- Meetings:** The Panel shall meet with the Principal at least once a year. The Panel shall also meet without the Principal, at least once a year. Where deemed necessary by the Panel, an additional meeting, or meetings, may be scheduled.

#### Terms of Reference (specific)

Minutes of the Panel meetings will be approved and then signed as an accurate record by the Panel Chair and the Principal, when the Principal is in attendance.

#### Responsibilities/Powers

The Panel should work with the Principal to create and monitor a series of annual objectives.

The Panel should report back to the Academy Board annually.

#### Terms of Reference (General)

- The Chair and Vice Chair of the committee will be elected by the committee on an annual basis at the first meeting of the committee in the autumn term.

- To ensure that the Academy's Professional Growth Policy is followed in relation to the Principal.
- To prepare an annual appraisal of the Principal's performance in relation to each objective.
- The targets will be completed by 31 December
- To ensure that this appraisal is based on evidence;
- To hold annual reviews with the Principal, to consider whether the objectives have been met, partly or fully.
- To consider objectives for the following year and, where necessary, to arrange a further meeting for this purpose
- To provide the Principal with the opportunity to self-evaluate
- To ensure the Principal is provided with a written record of each annual appraisal.



# HuishEpiscopi

## DISCIPLINE AND EXCLUSION COMMITTEE

### TERMS OF REFERENCE

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**Purpose:** To meet the Academy Board of Directors' obligation with regard to permanent exclusion of a pupil in accordance with its statutory responsibility and to provide oversight of fixed-term exclusions.

**Membership:** The Committee shall comprise at least three Directors.

**Quorum:** The quorum is three Directors excluding the Principal

**Meetings:** The Committee must meet to consider reinstatement of an excluded pupil if the exclusion is permanent, or if a period of fixed term exclusion would bring the pupil's total number of school days of exclusion to more than 15 in a term or if it would result in the pupil missing a public examination. The Committee may need to meet, if requested to do so by parents, if a pupil has been excluded for more than five days but less than fifteen in a school term.

#### **Terms of Reference:**

- All Directors are eligible to serve on this Committee. The Chair will be appointed at each meeting.
- In accordance with statutory duties, the Committee must meet within 15 school days of receiving notice of the permanent exclusion. In response to a request by parents, the Committee must consider reinstatement within 50 school days of receiving notice.
- The Committee should consist of not less than three Directors with no previous knowledge of the situation and not known personally to the pupil or parents involved.
- The parents and the Principal must be invited to the meeting and allowed to make representations.
- The Committee is authorised to invite attendance of persons to assist or advise on a particular matter or range of issues, including parents and pupils, and members of the Academy staff who are not Directors.
- The Clerk of the Committee will circulate an agenda and papers for each meeting at least 5 school days before the Committee meeting. Also the Clerk will meet with the three Directors of the board on each individual occasion prior to the commencement of the meeting.
- Within one school day of the Committee reaching its decision, confirmation in writing should be sent by the Clerk to the parents of the child involved and copied to the LA Access Casework Officers.
- The Chair of the Committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the Academy Board.
- At Stage 5 Permanent Exclusion hearings no staff Director can be present.
- With regard to exclusions, meetings of the committee will comply with DfE regulations and statutory guidance.
- Where the Principal deems it appropriate, the Committee may meet informally to advise pupils and parents in respect of behaviour.
- The Clerk to the Academy Board MUST minute all meetings relating to discipline and exclusions.

**Additional Information:**

It should be noted that the Committee's role is to review exclusions imposed by the Principal, who alone has the power to exclude. It follows that the Committee cannot increase the severity of an exclusion, for example by extending the length of a fixed period exclusion or by imposing a permanent exclusion in substitution for a fixed period exclusion.

The Committee can uphold an exclusion, or direct the pupil's reinstatement, either immediately or by a particular date (to allow a few days to prepare for the pupil's return).



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## TEACHING AND LEARNING

### TERMS OF REFERENCE

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**Purpose:** To assist the decision making of the Academy Board by allowing detailed consideration of curriculum, teaching and learning matters.

**Membership:** The committee shall comprise at least six Directors of whom one is the Principal or his representative. Additional Directors may be co-opted or attend as necessary. The Chair and Vice Chair of the committee will be elected by the committee on an annual basis at the first meeting of the committee in the autumn term. In the absence of the Chair or Vice Chair the committee will elect a replacement for the meeting. No Director employed at the Academy will act as Chair to the committee.

**Quorum:** The quorum is three Directors, excluding the Principal or his representative

**Meetings:** The committee shall meet once a term or otherwise as necessary prior to the meeting of the Academy Board.

Minutes of meetings will be circulated to Academy Board meetings. The Clerk to the committee will circulate an agenda and papers for each meeting at least a week before the committee meeting.

The Chair of the committee will be responsible for providing a summary of the committee's deliberations at meetings of the whole Academy Board.

### Responsibilities

The Committee is responsible for scrutinising the intent, implementation and impact of the curriculum on achieving the Academy vision and advising, informing and making recommendations to the Academy Board on these matters. This will include the following specific areas:

- 1 Advising the Academy Board on:
  - a. The educational philosophy of the Academy and how it reflects the Academy vision
  - b. The definition of the 'curriculum' and the way it and delivers the Academy vision
  - c. The long term plan for the development of the curriculum

- 2 Providing the Academy Board with information about:



- a. The 'intent' and design of the curriculum and the way it is 'implemented'
- b. The resources required to implement the curriculum
- c. The impact of the curriculum on the learning and achievement of all students
- d. The quality of learning and teaching
- e. The attainment and progress of students
- f. How Continuous Professional Development (CPD) supports the delivery of the curriculum and students' learning.
- g. Whether and to what extent the requirements of vulnerable children with special educational needs are met as laid out in statutory guidance
- h. The attendance and behaviour of students
- i. The implementation and impact of teaching and learning initiatives

### 3 Reviewing:

- a. The educational provision aspects of the Academy Improvement Plan
- b. The T&L nominated entries to the Academy Risk Register
- c. Academy policies that the Board has delegated responsibility for, as detailed on the Academy Policy Review schedule
- d. MIG outcomes and Director visit reports

## **Agenda calendar**

### Autumn term meeting

- Attainment and progress of students (2e). Evaluation and analysis of examination results and the outcomes of all other year groups; and by gender, race, pupil premium, and disadvantaged groups.
- Evaluation of SEND curriculum including the impact on outcomes, results, attendance and behaviour (2c).
- Evaluation of the resources allocated to support the delivery of the curriculum and specific areas including Pupil Premium and disadvantaged students (2b).
- Evaluation of the attendee strategy and behaviour strategy (2h)
- Review the strengths and weaknesses from the evaluations and how they will be built on or addressed. (2a) (2c) (2d) (2e).

- Summative evaluation of the previous years' curriculum plans. Identification of strengths and weaknesses of the plans including where the curriculum does not meet the vision (2a).
- Presentation of the current curriculum plans including the resources allocated; what students are expected to learn (intent); the outcomes expected (impact); how the learning is progressive; the delivery methodology (implementation); how the curriculum is a 'whole experience' and broadly balanced for all students - lessons, routines, visits.; how the extra curricula activities support the curriculum. (2a) (2b) (2c).
- Teaching and Learning update (2i)
- Review the AIP (3a)
- Review the Risk Register (3b)
- Review the relevant policies (3c)
- Review MIG meeting outcomes and Director visit reports (3d)

#### Spring term meeting

- Presentation of the 3-year plan for the curriculum including the (1c):
  - Department outline curriculum plans
  - Extra curricula activities including the outcomes expected and how they contribute to the whole curriculum
  - Resources required
  - Changes to the delivery methodologies
  - Outcomes expected for all students
  - Details of what students are expected to know/learn and experience
  - Details of how the learning is progressive from year to year and is broadly balanced for all students.
- Presentation of the attendance strategy and behaviour strategy (2h)
- The interim impact of the current interventions and interventions; and the impact of the CPD programme in supporting the design and delivery of the curriculum; (2c) (2f)
- Understand to what extent the requirements of vulnerable children with special educational needs are met (2g).
- Teaching and Learning update (2i)
- Review the AIP (3a)
- Review the Risk Register (3b)

- Review the relevant policies (3c)
- Review MIG meeting outcomes and Director visit reports (3d)

#### Summer term meeting

- Agree the educational philosophy and overall education principles of the Academy (1a).
- Agree the Academy definition of the 'curriculum' (1b).
- Evaluation of the departmental curriculum plans incorporating Director visit reports and MIG reports (2c).
- Review what areas of the vision need to be stronger in the curriculum (2a).
- Review the Behaviour Policy (2h)
- Teaching and Learning update (2i)
- Review the AIP (3a)
- Review the Risk Register (3b)
- Review the relevant policies (3c)
- Review MIG meeting outcomes and Director visit reports (3d)

#### **Director visits and subject/area links**

Our Link Director subject or area visits will be coherent with our understanding of the curriculum and, as such, feed into the work of the Teaching and Learning Committee.

For cross Academy area leads -

- Can you tell me about the curriculum plan for this area including its underpinning principles and how it fits into the Academy vision and wider curriculum?
- Who are the staff responsible for particular area of the curriculum plan? How do you know they understand their responsibilities?
- Where appropriate, how will topics be developed and delivered across the Academy?
- Are you given time for monitoring areas across the school? How often does this happen? What is the impact?
- Have staff been given sufficient training so that they have the right knowledge and skills to deliver the curriculum? Is further training needed?
- How are those students who are struggling with the curriculum being supported? Do we know whether the support being provided is working and having an impact?
- What resources are we using? Are they effective?
- What is happening? What isn't happening? What should be happening?

For subject leaders -

- Can you tell me about the curriculum plan for the subject including its underpinning principles and how it fits into the Academy vision and curriculum?
- Have staff been given sufficient training so that they have the right knowledge and skills to deliver the curriculum? Is further training needed?
- How are those students who are struggling with the curriculum being supported? Do we know whether the support being provided is working and having an impact?
- How do we assess in this subject? How do we know students are making good progress?
- Are there differences to progress between different cohorts/groups of students such as boys and girls or free school meals in comparison to others?
- What challenges and support are provided to those students with special educational needs and disabilities to make sure they are reaching their individual potential?
- How are more-able students challenged to reach their potential?
- Are there any barriers to meeting any curriculum improvements, objectives and targets?
- What resources are we using? Are they effective?
- How have parents been included so that they support the curriculum? Do they understand the focus?
- What is happening? What isn't happening? What should be happening?