

Scheme of Delegation

September 2023

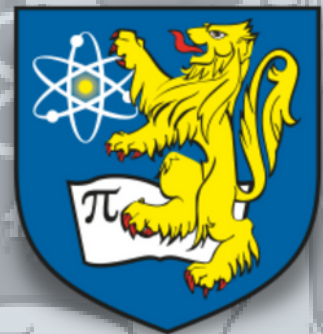


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1. Introduction

This Scheme of Delegation summarises the legal structure of Leodis Academies Trust (the Trust) and sets out its Governance Arrangements. The information in this handbook has been prepared in line with:

The Governance Handbook (Department for Education, October 2020)

Governance handbook and competency framework - GOV.UK (www.gov.uk)

The Academy Trust Handbook 2023 (Department for Education, Sept 2023)

Academy Trust Handbook - Guidance - GOV.UK (www.gov.uk)

Leodis Academies Trust Memorandum and Articles of Association

Trust Documents — Leodis Academies Trust

Leodis Academies Trust Funding Agreement

Trust Documents — Leodis Academies Trust

The aim of governance is to provide confident and strong strategic leadership, resulting in robust accountability, oversight, and assurance for educational and financial performance.

2. Leodis Academies Trust Legal and Administrative Details

Company Name	Leodis Academies Trust
Company Number	07720181
Registered Office	Rein Road, Tingley, West Yorkshire, WF3 1JQ
Charitable Status	Exempt Charity

The Trust is a company limited by guarantee, registered with Companies House and an exempt charity. It is contracted by the Secretary of State for Education to run one or more academies. It is subject to company audit laws and is accountable to the Secretary of State for Education, pupils, parents, and other stakeholders.

The Trust retains the legal responsibility for running the academies and is responsible for all assets and liabilities, rights, and obligations of the academies. Academies within the Trust are not established as legal entities in their own right. They do not have a legal personality.

This means that all the assets and liabilities of each academy are run by the Trust and all contracts (whether in relation to employees or otherwise) for each academy will be held and for each Academy will be held and entered into (respectively) by the Trust.

3 . Our Schools



Blackgates Primary Academy



East Ardsley Primary Academy



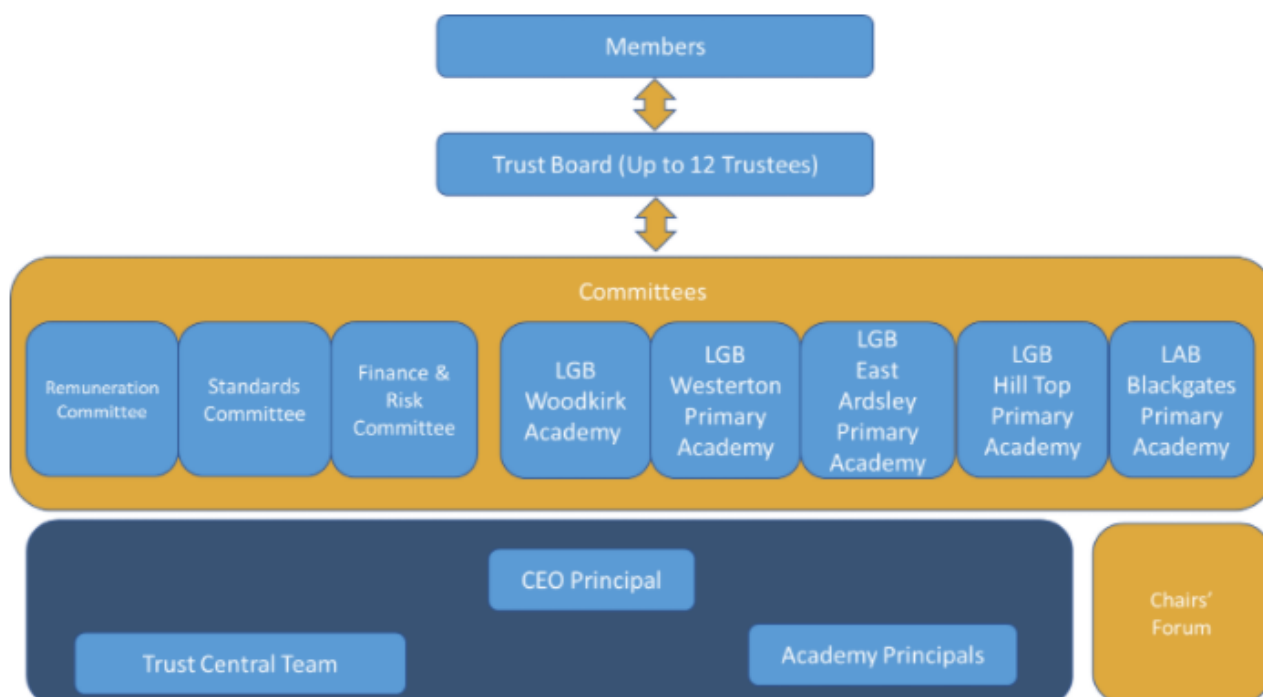
Hill Top Primary Academy



Westerton Primary Academy

Woodkirk Academy
& Sixth Form

4 . Governance Structure



5 . Governance Structure: Roles

- Everyone with a role at any levels of Governance must be familiar and comply with the Leodis Governance Code of Conduct.
- Each Member, Trustee, or Governor shall be expected to undertake training to ensure their skills and knowledge are up to date.

Everyone involved in governance should be aware of and adhere to “the 7 principles of public life” (The Nolan Principals) which are the basis of the ethical standards expected of public office holders.

Selflessness: Holders of public office should act solely in terms of the public interest.

Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty: Holders of public office should be truthful.

Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Further information can be found here: www.gov.uk/government/publications/the-7-principles-of-public-life.

5.1 Members

- Members play a limited but crucial role in safeguarding Academy Trust governance. While they must ensure they do not stray into undertaking the Academy Trustees' role, they should assure themselves that the governance of the Trust is effective, that Academy Trustees are acting in accordance with the Trust's charitable object(s) and that they, the Members, use their powers to step in if governance is failing.
- Members are the subscribers to the Memorandum and Articles of Association (the legal document which outlines the governance structure and how the Trust will operate).
- Members can amend the Articles of Association (including the objects clause), subject to any restrictions in the articles, the funding agreement or charity and company law.
- The Members appoint Trustees to the Board to ensure that the Trust's charitable object is carried out and so are able to remove Trustees if they fail to fulfil this responsibility.
- They oversee the achievement of the Trust's objectives, acting as the 'conscience' and 'moral guardian' of the Trust's purpose and values.
- Members also oversee the performance of the Trust Board.
- Members appoint the Academy Trust's auditors and will receive and review (but do not sign off) the Academy Trust's annual audited accounts (subject to the Companies Act).
- An Academy Trust must have at least three Members.

5.2 Board of Trustees

- The Trust Board (the Board) is the legal entity of the Academy Trust and is accountable and responsible for all the academies equally.
- This Board is the Trust's key strategic decision-making body.
- It may delegate in accordance with the Academy Trust's scheme of delegation certain responsibilities to the Executive Leader, a committee or an individual, but the Trust Board remains accountable and is responsible for all decisions made. *These are summarised at Section 6.*
- The Trust Board should play a strategic role and avoid routine involvement in operational matters. They should focus strongly on holding Executive Leaders of both the central function and individual Academies to account.
- The Trust Board has three core functions:
 - Ensuring clarity of the vision, ethos, and strategic direction
 - Holding the Executive Leaders to account for the educational performance of the academies and their pupils and the effective and efficient performance management of staff.
 - Overseeing the financial performance of the academies and making sure that their money is well spent. The Trust Board produces an annual report on the performance of the Trust for Members and for external publication. It also produces a briefing for all members of the governance structure after each Board meeting.
- Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. Leodis Academies Trust uses the term 'Trustee' to avoid confusion.
- The Trust Board is currently made up of seven (can be up to 12) Member appointed Trustees. As part of their responsibilities, a Trustee may take on a link responsibility, either as a Chair of a Committee, or for a Trust-wide priority.

5.3 Board Committees

- The Trust Board has agreed to establish a number of committees, as identified in this Scheme of Delegation, to carry out some of its governance functions. This includes making decisions, although any decisions made will be deemed decisions of the Trust Board.

5.3 Board Committees (continued)

- The Trust Board has the following Committees:
 - Standards, Finance & Risk and Remuneration.

Standards

- This committee focuses on the educational and safeguarding targets for each academy, monitoring the quality of the educational standards and performance and challenging any areas of underperformance.

Finance & Risk

- This committee assists the Trust Board in its on-going oversight of the Trust's arrangements for budgeting, financial planning, financial performance, and financial reporting in respect of both revenue and capital activities and the associated resource planning. It also maintains an oversight of the Trust's internal control, financial reporting, and value for money frameworks in order to establish levels of compliance throughout the company. It also assesses the scope and effectiveness of the systems established by management to identify, manage, and monitor financial and non-financial risks to the company via the risk register. It has financial oversight of any Academy with a LAB.

Remuneration

- This committee maintains an oversight of the Trust's approach to remuneration and pay. The committee approves pay progression for the Executive Team and Academy Senior Leaders following Performance Management reviews and subsequent recommendations to the committee.

- **Chairs' Forum**

- Whilst not a formal committee, the Chair of Trustees holds regular communication meetings with the Chairs of the LGB/LABs. This is an opportunity to share the Trust Board's thinking and receive soundings beyond the formal mechanisms in place for written communication.

- The Trust Board can create additional Committees, Working Parties or Panels as required. The Trust Board may remove delegations from any Committee (including LGB/LAB), Working Party or Panel if required.
- This Scheme of Delegation sets out the powers that both the Trust Board's Committees (including LGB/LABs) and the CEO may exercise on behalf of the Trustees.
- This Scheme of Delegation is supported by Terms of Reference for each Committee.

5.4 Local Governing Boards (LGB)

- Each Academy has a LGB to focus on challenging and supporting the quality of provision and educational outcomes for young people at academy level.
- The Trust delegates the running of the Academy to the LGB, in line with this Scheme of Delegation, and the Terms of Reference including
 - To carry forward the Trust's Vision, Ethos, Strategy, Culture, and Values in a way appropriate to the specific qualities and community characteristics of each Academy.
 - To monitor and review educational performance ensuring statutory duties are met.
 - Ensuring the Academy is compliant with Statutory Guidance and Trust recommendations, with particular regard to risk management, conflicts of interest, equalities legislation, safeguarding, Children looked after, Special Educational Needs and Disabilities, Pupil Welfare and Health & Safety, Financial Oversight, Estates and IT Management, Governance and Staffing.
- The Trust Board has also agreed that each LGB may hold Complaints, Disciplinary & Grievance and other HR panels as required. They also agree to delegate responsibility for Attendance and Exclusion committees. In addition, they act as the Pay Panels for non-leadership staff and undertake, in conjunction with the Trust Board's delegated representative (CEO), performance reviews for senior leadership with subsequent pay recommendation to the Remuneration Committee.
- LGBs are appointed by the Trust Board, and so delegations can be removed at any time.
- The Trust Board delegates the responsibility for parent representation to the LGB/LAB and therefore there must be two Parent Governors on each LGB/LAB, elected in line with the Articles of Association and DfE Governance Handbook.

5.5 Local Advisory Boards (LAB)

- In some circumstances (for example the sponsorship of an academy), the Trust Board may decide that a Local Advisory Board (LAB) would be a more appropriate committee, at local level.
- In practice, the responsibilities of a LAB do not differ greatly to a LGB. However, it would operate with a higher level of support and direction from the Trust Board and Executive Team and external partners .
- The Trust Board appoints the CEO to be an Ex Officio Governor on a LAB.
- In addition, there may be an increased frequency of calendared meetings.
- The LAB does not have financial oversight for the Academy. This Trust Board delegates this responsibility to the Finance & Risk Committee.
- The Trust Board has also agreed that each LAB may hold Complaints, Disciplinary & Grievance and other HR panels as required. They also agree to delegate responsibility for Attendance and Exclusion committees. In addition, they act as the Pay Panels for non-leadership staff and undertake, in conjunction with the Trust Board's delegated representative (CEO) performance reviews for senior leadership with subsequent pay recommendation to the Remuneration Committee.
- After an identified period of support, the Trust Board may decide that the LAB would become a LGB.

5.6 Chair/Vice-Chair of Trustees

- An effective Chair and Vice-Chair provide visionary strategic non-executive leadership to the Trust.
- The Chair plays a vital role, with responsibility for leading the Trust Board and for convening and chairing meetings.
- The Chair takes the lead in ensuring the effective functioning of the Trust Board and has a vital role in setting the highest expectations for professional standards of governance.

5.6 Chair/Vice-Chair of Trustees (continued)

- A Chair should encourage the Trust Board to work together as an effective team, building its skills, knowledge, and experience.
- As the main link between the Trust Board and the Executive Management Team, they work to build a strong partnership with the Trust.
- They liaise with the CEO and Governance Professional to ensure the final agendas for meetings, as well as the management of papers and appropriate records, are in place.
- The Chair is responsible for promoting the development of the Trust Board as a whole.
- With support from the Members and the Trust, they play a role in determining the appointment and re-appointment of Trustees.
- They also ensure that the Trust Board is effective in challenging and supporting the educational performance of the Trust.
- The Vice-Chair supports the Chair in their role, deputising when needed/appropriate.

5.7 Trustees

- Trustees play an essential part in making sure the Governance Structure as a whole works effectively.
- They develop, agree, and set the tone of the Trust values and ethos.
- Trustees should be proactive about engaging with the Trust and its academies and developing their knowledge and expertise in the field of governance.

5.8 Chair of Governors (LGB/LAB)

- The Chair plays a significant role, with responsibility for leading the LGB/LAB and for convening and chairing meetings.
- As the main link between the LGB/LAB and the Principal, they will work to build a strong partnership with the academy.
- They liaise with the Principal and the Governance Professional to ensure the final agendas for meetings, as well as the management of papers and appropriate records, are in place. For a LAB, this will be supported by the CEO.
- The Chair is responsible for promoting the development of the LGB as a whole.
- With support from the Trust, they play a key role identifying skills gaps needed to ensure succession planning of the LGB/LAB.
- They also ensure that the LGB/LAB is effective in challenging and supporting the educational performance of the academy.
- Chairs of Governors attend the Chairs' Forum with the Chair of Trustees to ensure open communication between layers of governance.

5.9 LGB/LAB Governors

- Governors play an essential part in making sure the Governance Structure as a whole works effectively.
- Governors should be proactive about engaging with the Academy, and Trust, and developing their knowledge and expertise in the field of governance. Governors are appointed because they can offer qualities the Trust needs.
- These qualities are an important contribution to the work of the Trust and can include technical skills, such as data analysis, or inter-personal skills that allow the group to function effectively and engage with parents or persuade potential donors to contribute to the Trust.

5.10 Clerking Arrangements

- The Trust Board determines clerking arrangements for its meetings and committees.
- The Trust Board has delegated responsibility for governance administration to the Chief Operating Officer, who is the Governance Professional.
- The Chief Operating Officer will ensure a Clerk is appointed for every LGB/LAB meeting or panel.
- The Governance Professional/will ensure that records of membership are kept up to date, and that meeting papers and other important documents are shared in a timely manner and that meetings are accurately minuted.

5.11 Chief Executive Officer (CEO)

- The CEO has the delegated responsibility for the operation of the Trust, including the performance of the Trust's academies.
- The CEO must ensure that the organisation is run with financial effectiveness, stability, and probity, avoiding waste, and securing value for money.
- The CEO is the accounting officer, with overall responsibility for the operation of the Trust's financial responsibilities.
- The CEO is responsible for the performance management of the Executive Team and is the delegated representative of the Trust Board for performance reviews for senior leadership.

5.12 Executive Team

- The CEO leads the Trust's Executive Team.
- The Executive Team comprises the CEO, CFO and COO.
- The CEO may delegate executive management functions to members of these teams. This includes preparing reports on specific areas of responsibility, such as HR/Finance/Operations/for the Board and its Committees.
- The CEO is accountable to the Trust Board for the performance of the Executive Team.

5.13 Principal

- The Principal is responsible for the day-to-day management of the academy.
- The Principal produces reports, in standard Trust formats, for the LGB/LAB (on matters which have been delegated to it) and to the Standards Committee. They attend the Risk Management Sub Committee.
- They may also be invited to any other Trust Board or Committee Meeting.
- A Principal is an ex-officio Governor of their LGB/LAB.

6 . Governance Information

6.1 Terms of Office

- Any Trustee/Governor shall hold and vacate office in accordance with the terms of his/her appointment but (except in the case of the Principal and Trust Representative) the length of his/her term of office shall not exceed four years.
- For the avoidance of doubt, a Trustee/Governor's term of office shall not include any time served as a governor of a predecessor school prior to academisation.
- Subject to remaining eligible to be a Trustee/Governor, any Trustee/Governor may be re-appointed or re-elected for consecutive periods.
- Members will take into consideration the performance of the Trust Board when deliberating ratification of any Trustee that is re-appointed or re-elected for consecutive periods.
- Trustees will take into consideration the performance of the LGB/LAB when deliberating ratification of any Governor that is re-appointed or re-elected for consecutive periods.
- No person may hold office at more than one level of governance at the same time within the Trust.

6.2 Resignation and Removal

- A Trustee/Governor may at any time resign his/her office by giving notice to the Chair, CEO Principal/Principal, Governance Professional or Clerk. Written confirmation will be requested.
- The Members may, at any time, terminate the appointment of any Trustee whose presence or conduct is deemed not to be in the best interests of the Trust or the school.
- The Trustees may, at any time, terminate the appointment of any Governor whose presence or conduct is deemed not to be in the best interests of the Trust or the school.

6.2 Resignation and Removal (continued)

- A Trustee/Governor may be removed if there are concerns about their commitment and attendance at meetings.
- If a Trustee/Governor misses more than 2, full meetings, during a 12-month period, a discussion will be held with them prior to a decision being taken about their continued involvement on the LGB/LAB.
- Any Staff Member shall automatically cease to hold office if he/she ceases to be employed at the school.
- A Parent Governor, however, shall not automatically cease to hold office solely by reason of the child (of whom that Parent Governor is a parent or carer) ceasing to be a pupil at the school. Their term of office can be fulfilled.

6.3 Expectations

- A Member/ Trustee/Governor must ensure that they complete the following declarations on an annual basis and update the information if it changes in the year.
 - Ability to act as a Member/Trustee/Governor
 - LAAP status
 - Register of Interests
 - Code of Conduct Agreement
 - Privacy Notice
 - Safeguarding KCSIE Understanding Statement
 - Skills Audit
- The Trust and its Academies are expected to provide the agenda and associate papers in reasonable time to allow for preparation for meetings, usually by 7 days prior to the meetings. If this is not possible, an update should be provided for Members/Trustees/Governors.
- Members/Trustees/Governors are expected to read provided papers prior to the scheduled meeting.

7. Scheme of Delegation Chart

Key		Approve (Determine & Review)	Recommend	Consult	Inform	Monitor	Execute (Implement & Action)	Cannot legally be decided at this level (but can be administered)		
		A	R	C	I	M	E			
DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
VISION, ETHOS & STRATEGY										
Trust Vision	Approve, Consult, Recommend	C	A				R	C	C	C
	Execute, Monitor		M	M		M	E	E	E	E
Trust Strategy	Approve, Consult, Recommend	C	A				R	C	C	C
	Execute, Monitor		M	M		M	E	M	M	E
Trust Culture & Values	Approve, Consult, Recommend	C	A				R	C	C	C
	Execute, Monitor		M	M		M	E	M	M	E
Trust Key Priorities	Approve, Consult, Recommend, Inform	I	A				R	C	C	C
	Execute, Monitor		M	M		M	E	M	M	E
KPIs against which progress towards achieving the vision can be measured	Approve, Consult, Recommend, Inform	I	A				R	C	C	C
	Execute, Monitor		M	M		M	E	M	M	E
School Development Plan (sdp) and SEF in line with the strategic aims of the Trust.	Approve, Consult, Recommend, Inform	I	I	I	I	I	A	C	C	R
	Execute, Monitor		M	M		M	M	M	M	E

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
COMPLIANCE WITH STATUTORY GUIDANCE AND RECOMMENDATIONS										
Admissions Arrangements	Approve, Consult, Recommend		A				R	C	C	C
	Execute, Monitor			M			E	M	M	E
Term Dates and Length of Academy Day	Approve, Consult, Recommend		A				R	C	C	C
	Execute, Monitor			M			E	M	M	E
Trust-wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate) determine Academy level policies	Approve, Consult, Recommend, Inform		A	C	C	C	R	I	I	I
	Execute, Monitor			M			E	M	M	E
Academy level policies which reflect the Trust, ethos and values	Approve, Consult, Recommend						C	A	A	R
	Execute, Monitor						M	M	M	E
Trust Risk Register (format) Trust Risk Register Implementation	Approve, Consult, Recommend, Inform	I	I	A		R	R	C	C	C
	Execute, Monitor		M	M		M	E			
Academy Risk Register (format) Trust Risk Register Implementation	Approve, Consult, Recommend, Inform		I	A			R	I	I	I
	Execute, Monitor			M			M	M	M	E
Conflict of interest and related party transactions	Approve, Consult, Recommend, Inform	I	A	I	I	I	R	I	I	I
	Execute, Monitor		M	M			E			E
Compliance with ESFA requirements	Approve, Consult, Recommend, Inform	I	A	C	C	C	R	C	C	C
	Execute, Monitor			M			E			

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
COMPLIANCE WITH STATUTORY GUIDANCE AND RECOMMENDATIONS										
Adequate insurance cover in place	Approve, Consult, Recommend		A	R			R			
	Execute, Monitor			M			E			
Compliance with equalities legislation	Approve, Consult, Recommend	I	A				R	C	C	C
	Execute, Monitor		M				E	M	M	E
Trust Safeguarding Practices with regard to Statutory Guidance	Approve, Consult, Recommend, Inform		A				R	C	C	R
	Execute, Monitor		M			M	E	M	M	E
Completion of Disclosure & Barring Service (DBS) checks	Approve, Consult, Recommend		A	R		R	R			C
	Execute, Monitor		M	M			E			E
Support for Looked After Children (Designated Teacher)	Approve, Consult, Recommend, Inform		A				R	I	I	C
	Execute, Monitor					M	E	M	M	E
Compliance with H&S Legislation	Approve, Consult, Recommend, Inform		A				R	I	I	C
	Execute, Monitor			M			E	M	M	E
Compliance with SEND Code of Practice	Approve, Consult, Recommend, Inform		A				R	I	I	C
	Execute, Monitor					M	E	M	M	E

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
FINANCIAL OVERSIGHT										
Appoint External Auditors:	Approve, Consult, Recommend, Inform	A	R	R			R	I	I	I
External Auditor's report	Execute, Monitor	I	A	M			E	I	I	I
Delegated Authority Limits for Financial Transactions	Approve, Consult, Recommend, Inform		A	R			R	I	I	I
	Execute, Monitor			M			E	I	I	E
Establish Controls Framework, including internal scrutiny and internal audit	Approve, Consult, Recommend, Inform		I	A			R	I	I	I
	Execute, Monitor			M			E	I	I	I
Central spend/top slice	Approve, Consult, Recommend, Inform		A	R			R	C		C
	Execute, Monitor			M			E	I		E
Benchmarking and Trust-wide value for money: Review	Approve, Recommend, Inform, Consult, Execute		A	R			E	I	I	C
Finance Skill Set on Trust Board: Ensure	Approve, Recommend, Inform, Consult, Execute	E	A	R			R			
Budget plan to support delivery of key priorities	Approve, Consult, Recommend, Inform		A	R			R	C	I	C
	Execute, Monitor			M			E	M		E
Monthly Management Accounts and Forecasts	Approve, Consult, Recommend, Inform		I	A			R	I		I
	Execute, Monitor		M	M			E			
Cash position	Approve, Consult, Recommend, Inform		I	A			R			
	Execute, Monitor			M			E			

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
GOVERNANCE FRAMEWORK										
Members: Approve/Remove	Approve, Consult, Inform, Execute	A	C				E	I	I	I
Trustees: Approve/Remove	Approve, Consult, Inform, Execute	A	A				E	I	I	I
Trust Board & Trust Committee Chairs: Appoint/Remove	Approve, Consult, Inform, Execute		A	R	R	R	E	I	I	I
LGB/LAB Chairs: Appoint/Remove	Approve, Consult, Inform, Execute		A				E	R	R	C
LGB/LAB Governors: Approve/Remove	Approve, Consult, Recommend, Inform, Execute		A				E	R	R	C
Parent Governors: Appoint following Election process:	Approve, Consult, Recommend, Execute		A				C	R	R	E
Staff Governors: Appoint following Election process	Approve, Consult, Recommend, Execute		A				C	R	R	E
Governance Role Descriptions:	Approve, Consult, Inform		A				R	I	I	I
Named Governance Professional: Appoint/Remove	Approve, Recommend, Inform		A				R	I	I	I
Clerk to the Trust Board: Appoint/Remove	Approve, Recommend, Inform		A				R	I	I	I
Clerk to the LGB/LAB: Appoint/Remove	Approve, Recommend, Inform		A				R	I	I	I
Articles of Association:	Approve, Recommend, Consult, Inform	A	R				C	I	I	I
Governance Structure for Trust: Determine & Review Annually	Approve, Recommend, Inform		A				R	I	I	I
Scheme of Delegation: Agree Annually	Approve, Recommend, Inform		A				R	I	I	I

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
GOVERNANCE FRAMEWORK										
Governance Terms of Reference : Agree Annually	Approve, Recommend, Consult		A				R	I	I	I
Annual Schedule of Governance Business	Approve, Recommend, Consult	C	A				R	I	I	C
Annual Skills Audit Format	Approve, Recommend		A				R			
Annual Governance Self Review	Approve, Recommend, Consult	I	A	E	E	E	R	E	E	E
Board Committees: Establish	Approve		A							
LGB/LABs: Establish	Approve		A							
Trust Chair's performance: Conduct periodic 360 review	Approve, Consult	C	A				C	C	C	C
Governance Succession Plan: Agree	Approve, Recommend, Consult	C	A				R	C	C	C
Safeguarding Lead Trustee: Appoint	Execute, Consult, Inform	I	E				C	I	I	I
Safeguarding Lead Governor: Appoint	Approve, Consult, Inform	I	I				C	E	E	C
SEND Lead Trustee: Appoint	Approve, Consult, Inform	I	E				C	I	I	I
SEND Lead Governor: Appoint	Approve, Consult, Inform	I	I				C	E	E	C
Whistleblowing Lead Trustee: Appoint	Approve, Consult, Inform	I	E				C	I	I	I
Pupil Premium Lead Governor: Appoint	Approve, Consult, Inform	I	I				C	E	E	C

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
STAFFING										
Chief Executive Officer/Accounting Officer: Appoint/Dismiss	Approve, Consult	C	A				I	I	I	I
Chief Financial Officer: Appoint/Dismiss	Approve, Recommend, Inform		A	R			R	I	I	I
Trust Executive Leader: Appoint/Dismiss	Approve, Recommend, Inform		A	R		R	R	I	I	I
Academy Principal: Appoint/Dismiss	Approve, Consult		A				R	C	C	
Academy Senior Leaders: Appoint/Dismiss	Approve, Consult, Recommend		I				A	C	C	R
Central Team staff: Appoint/Dismiss	Approve, Consult		I				A			
Staff: Appoint/Dismiss	Approve, Consult						C			A
Trust Staffing Structure: Agree	Approve, Recommend		A	R			R			
School Staffing Structure: Agree	Approve, Recommend, Inform		I	I			A	I	I	R
Approach to Staff Appointment and Dismissal	Approve, Consult, Recommend, Inform		A				R			C
	Execute, Monitor						E	M	M	E
Approach to Appraisal and Performance Management/Professional Growth	Approve, Consult, Recommend, Inform		A				R	I	I	C
	Execute, Monitor						E	M	M	E
Performance management of the Chief Executive Officer: Undertake	Approve, Inform		E		I					

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
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STAFFING										
Performance management of CFO/Trust Executive Leaders: Undertake	Approve, Inform				I		E			
Performance management of Academy Principal: Undertake	Approve, Consult, Inform				I		E	C	C	
Performance management of Academy Senior Leaders: Undertake	Approve, Consult, Inform				I		C	I	I	E
Performance management of Trust Central Staff: Undertake	Approve, Inform				I		E			
Performance management of Academy Staff: Undertake	Approve, Consult, Inform						C	I	I	A
Setting Pay Levels, including Executive Pay: Undertake	Approve, Recommend, Inform		A		R		R	I	I	I
Pay Progression of the Chief Executive Officer: Approve in line with agreed scales	Approve, Recommend		I		A					
Pay Progression of CFO/Trust Executive Leaders: Approve in line with agreed scales	Approve, Recommend		I		A		R			
Pay Progression of Academy Principal: Approve in line with agreed scales	Approve, Recommend, Inform		I		A		R	R	R	I
Pay progression of Academy Senior Leaders: Approve in line with agreed scales	Approve, Recommend		I		A		R	R	R	R
Pay progression of Trust Central Staff: Approve in line with agreed scales	Approve, Inform		I		I		A			
Pay progression of Academy Staff: Approve in line with agreed scales	Approve, Consult, Inform				I		C	I	I	A

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
EDUCATION PERFORMANCE										
Ofsted Inspections: Attend/Support	Consult, Recommend		E				E	E	E	E
Trust approach to curriculum and assessment	Approve, Consult, Recommend, Inform		I			A	R	C	C	C
	Execute, Monitor		M			M	E	M	M	E
Trust Approach to Early Years Foundation Stage (EYFS)	Approve, Consult, Recommend, Inform		I			A	R	I	I	R
	Execute, Monitor					M	A	M	M	R
Admission and Attendance records	Approve, Consult, Recommend, Inform		A			M	R	I	I	C
	Execute, Monitor					M	E	M	M	E
Production and Analysis of educational data	Approve, Consult, Recommend, Inform		A			R	R	I	I	I
	Execute, Monitor		M			M	E	M	M	E
Pupil Premium impact including Catch Up, Sports Premium etc	Approve, Consult, Recommend, Inform					I	C	A	A	R
	Execute, Monitor						M	M	M	E
Trust Stakeholder Engagement	Execute, Monitor	I	M				E			
Academy Stakeholder Engagement	Execute, Monitor	I	I				M	M	M	E

DESCRIPTION	ACTION	MEMBERS	TRUST BOARD	TRUST FINANCE & RISK COMMITTEE	TRUST REMUNERATION COMMITTEE	TRUST STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LGB	LAB	PRINCIPAL
REPORTING										
Publication on Trust and individual Academy websites full statutory compliance and all required details on governance arrangements; including register of interests	Trust		M				E			
	Academy						M	M	M	E
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement and demonstrating value for money, in line with the most recent Academy Trust Handbook and Accounts Direction: Submit to Members and Companies House. Publish and submit to Companies House	Approve, Consult, Recommend, Inform	I	A	C			R	I	I	I
	Execute						E			
ESFA required reports and returns: Where approval is necessary	Approve		I	A			R	I	I	I
	Execute						E			
Annual report work of the LGB/LAB for inclusion in Annual Accounts: Submit to Trust Board	Approve, Consult, Recommend, Execute		A		C		C	R	R	E

8 . Delegated Levels of Financial Authority

Delegated Duty	Value	Delegated Authority	Comment
<p>Ordering goods and services and authorising invoices (including advertising of tenders and award of contracts)</p> <p>N.B. Where spend is replicated across schools within the Trust and the cumulative spend exceeds these limits, this must be referred to the Director of Finance</p>	Up to £2,000	Budget Holder	If within approved budget level
	£2,001 to £20,000	Budget Holder plus Academy Principal, Vice Principal, School Business Manager or Trust CFO (Chief Finance Officer/Finance Director)	If within approved budget level: Orders up to £5,000 at least a single written quotation is required Orders over £5,000 require three written quotations
	£20,001 to £50,000	Principal and Trust CFO. Chair or Vice Chair of Local Governing Board to also sign. In the absence of the Principal or Trust CFO authorisation to be given by the Accounting Officer.	If within approved budget level: At least 3 written quotations are required. Orders over £30,000 require tendering or the use of a recognised Framework
	£50,001 to £100,000	Finance and Risk Committee	At least 3 written quotations are required. Orders over £30,000 require tendering or the use of a recognised Framework
	Over £100,000	The Trust Board	If within approved budget level: Orders over OJEU threshold to be subject to OJEU regulations.
Approving monthly salary payments	All	School Business Manager, Central finance and HR teams	Any significant anomalies are reported to Trust Board.
Signatures for cheques, BACS payment authorisation and other bank transfers	All	Any two signatures in line with the bank mandate.	Via central finance function. Dual authorisation is always required for any BACS (on-line) and other payments. BACS is the preferred method of payment.
Signatures for grant claims and DfE/ESFA Returns	Unlimited	CFO and the following: ·Trust Chair ·Accounting Officer As appropriate	As required by DfE/ESFA.

Delegated Duty	Value	Delegated Authority	Comment
Virement of budget provision between budget head	Up to £20,000	Principal	Administered by central finance function. All virements to be reported to the Local Governing Board/ Finance and Risk Committee.
	Over £20,001	Principal via Chair of Local Governing Board	Administered by central finance function. Reported to Trustees
Acquisition or disposal of assets (other than land, building or heritage assets)	Up to £20,000	Principal and CFO	CFO to report to the Trust Board.
	Over £20,000	Trust Board	DfE/ESFA prior approval is also required where above delegated limits in line with the Academy Trust Handbook 5.24.
Bad debt write offs Subject to £250,000 ceiling	Up to £1,000	Principal and Business Manager	Report to Local Governing Board
	Over £1,000	Principal and CFO	Report to the Trust Board DfE/ESFA prior approval is also required where above delegated limits in line with Academy Trust Handbook 5.2 (If exceeds 1% of annual income or £45,000 individually or 2.5% or 5% of annual income cumulatively)
Staff overpayments write offs Subject to £250,000 ceiling	Any	CEO and CFO	Report to the Trust Board DfE/ESFA prior approval is also required where above delegated limits in line with Academy Trust Handbook 5.2 (If exceeds 1% of annual income or £45,000 individually or 2.5% or 5% of annual income cumulatively)
Acquisition or disposal of freehold of land, buildings or heritage assets	Any	Trust Board/DfE	DfE/ESFA prior approval is also required In line with the Academy Trust Handbook 5.23.
Granting or taking up any leasehold or tenancy agreement	Any	Trust Board	DfE/ESFA prior approval is also required for finance lease, leasehold or granting a lease in line with Academy Trust Handbook 5.26
Guarantees, indemnities and letters of comfort entered into Subject to £250,000 ceiling	Any	Trust Board	DfE/ESFA prior approval is also required where above delegated limits in line with Academy Trust Handbook 5.2 (If exceeds 1% of annual income or £45,000 individually or 2.5% or 5% of annual income cumulatively)

Delegated Duty	Value	Delegated Authority	Comment
Ex-gratia payments	Any	Trust Board/DfE	DfE/ESFA prior approval is also required in line with Academy Trust Handbook 5.18
Staff severance	Any	Trust Board	DfE/ESFA prior approval is also required if over £50,000 or more before tax in line with Academy Trust Handbook 5.10 and 5.15
Novel, contentious and repercussive transactions	Any	Trust Board/DfE	DfE/ESFA prior approval is also required in line with Academy Trust Handbook 5.5
GAG	Any	Trust Board	Carry forward and pooling no limits if Trust is eligible (except PFI)
Borrowing	Any	Trust Board	DfE/ESFA agreement required for loans and/or overdraft
Related Party Transaction	Any	Trust Board	DfE/ESFA agreement required over £20,000 and over associate limits in line with Academy Trust Handbook 5.42

9. Terms of Reference Trust Board

- These Terms of Reference are drafted and maintained by Leodis Academies Trust.
- The Trustees may make amendments to these terms of reference from time to time
- The Terms of Reference will be reviewed at least annually by the Trustees.
- In the event that amendments are made, the Trust Board will ratify these changes at its next suitable meeting.
- The Terms of Reference should be read in conjunction with the Trust's Articles of Association and Scheme of Delegation.

9.1 Purpose

- The Trust Board (the Board) is the legal entity of the Academy Trust and is accountable and responsible for all the academies equally.
- This Board is the Trust's key strategic decision-making body.
- It may delegate in accordance with the Academy Trust's scheme of delegation certain responsibilities to the Executive Leader, a Committee, or an individual, but the Trust Board remains accountable and is responsible for all decisions made.
- The Trust Board plays a strategic role and avoids routine involvement in operational matters.
- It focuses strongly on holding Executive Leaders of both the central function and individual Academies to account.
- The Trust Board has three core functions:
 - Ensuring clarity of the vision, ethos, and strategic direction
 - Holding the Executive Leaders to account for the educational performance of the academies and their pupils and the effective and efficient performance management of staff.
 - Overseeing the financial performance of the academies and making sure that their money is well spent. The Trust Board produces an annual report on the performance of the Trust for Members and for external publication.
- It also produces a briefing for all members of the governance structure after each Board meeting.

9.2 Composition

- The Trust Board is composed of Trustees, appointed in line with the Articles of Association

9.2.1 Chairs and Vice-Chairs

- The Chair of Trustees is elected by Trustees.
- The appointment of the Chair of Trustees is subject to the requirements of the Academies Financial Handbook, including checks by the Secretary of State via the ESFA (Education & Skills Funding Agency).
- The term of office as Chair will align with their term of office as a Trustee.
- The Trust Board shall elect annually a Vice-Chair from among their number.
- The ESFA must be notified in writing, via the Trust Governance Professional, should there be a resignation of the Chair.

9.3 Meetings

- Meetings will take place at least six per annum as a minimum.
- The quorum for meetings is three Trustees, of which one should be the Chair or Vice-Chair.
- A special meeting of the Trust Board can be called if necessary. Where there are matters demanding urgent consideration, the need for seven days' notice of the meeting will be waived. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda. The Trust Governance Professional will be consulted in such cases.

9.3 Meetings (continued)

- Decisions may, at times, be required outside of calendared meetings. In such circumstances Trustees can vote via email through the Trust Governance Professional. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. The Trust Governance Professional will securely maintain all responses/votes as a record of the decision made.
- Meetings may be held in person, by conference call or electronically, subject entirely to the agreement of the Committee and in line with the Trust's Articles of Association.
- The Trust's preferred method of electronic meetings, is via Microsoft Teams, accessed through the Trust Governance Portal.

9.4 Responsibilities

In order to fulfil its core duties, the Trust Board must:

- Approve the vision, ethos, and strategic direction of the Trust.
- Approve the Scheme of Delegation
- Approve all decisions in line with the Scheme of Delegation
- Approve the Trust approach and frameworks for
 - Compliance with Statutory Guidance and Recommendations
 - Policy Management
 - Governance
 - Finance
 - Staffing
 - Education performance
 - Curriculum Management
 - Partnerships (including oversight of pro-bono work, and the cost of such)

9.5 Disputes

- Any disagreement within the Trust Board should be resolved by the Chair. The Trust Governance Professional should be consulted.

9.6 Administration

- The CEO Principal, CFO, COO and Trust HR Manager will provide written reports in line with reporting requirements and the agenda for each Trust Board meeting.
- Chairs of Committees shall report on their findings to Trustees at each Trust Board Meeting, as a standing item.
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the Trust Board, the signed minutes of every such meeting and any report, document or other paper considered are made available to Trustees via the Trust Governance Portal (and in hard copy by request), where possible at least seven calendar days in advance of the meeting.
- Arrangements for minutes of the Trust Board meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the Trust Board and Trustees within 2 weeks of them being made available.
- At every meeting of the Trust Board, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- Minutes will be stored for at least seven years in line with legal requirements.
- The agenda plans will be agreed each year in line with the Trust Board overarching responsibilities outlined above.
- The agenda plans will be agreed each year in line with the Committee's overarching responsibilities outlined above.

9.7 Review

Date of last review: September 2023

Date of next review: September 2024

10 . Terms of Reference Standards Committee

- These Terms of Reference are drafted and maintained by Leodis Academies Trust.
- The Trustees may make amendments to these terms of reference from time to time.
- These Terms of Reference will be reviewed at least annually by the Trustees.
- If amendments are made, the Trust shall update the Standards Committee at its next suitable meeting.
- The Terms of Reference should be read in conjunction with the Trust's Articles of Association and Scheme of Delegation.

10.1 Purpose

- The main purpose of the Standards Committee is to:
 - Provide assurance to the Board with regard to the educational performance.
 - Challenging any areas of underperformance.
 - To ensure that risks are being adequately identified and managed.
 - Ensure that safeguarding, equality and inclusion policies and procedures are implemented across the Trust.

10.2 Composition

- The Committee shall consist of a minimum of three non-executive Trustees.
- A majority of Committee members shall be Trustees in line with the requirements in the Education & Skills Funding Agency's (ESFA) Academies Financial Handbook. Other suitable individuals may be co-opted onto the Committee recruited on the basis of their skills and expertise.
- All appointments to the Committee shall be at the discretion of the Trust Board.

10.2 Composition (continued)

- Employees of the Trust should not be members of the Standards Committee, but the CEO and Trust School Improvement Lead should attend to provide information and participate in discussions.
- Chairs of Governors and Principals may be invited to attend and report to meetings as required.

10.2.1 Chairs and Vice-Chairs

- The Chair of the Committee shall be appointed by the Trust Board and must not be the Chair of Trustees.
- The term of office as Chair will align with their term of office as a Trustee.
- The Committee shall elect annually a Vice-Chair from among their number.
- Should the Committee prefer a Co-Chair arrangement, approval should be sought from the Trust Board.

10.3 Meetings

- Meetings will take place at least once a term as a minimum and will precede main Trust Board meetings where possible.
- The quorum for meetings is two Committee Members of which one should be the Chair/Co-Chair or Vice-Chair.
- A special meeting of the Standards Committee can be called if necessary. Where there are matters demanding urgent consideration, the need for seven days' notice of the meeting will be waived. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda. The Trust Governance Professional will be consulted in such cases.
- Decisions may, at times, be required outside of calendared meetings. In such circumstances Trustees can vote via email through the Trust Governance Professional. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. The Trust Governance Professional will securely maintain all responses/votes as a record of the decision made.

10.3 Meetings (continued)

- Meetings may be held in person, by conference call or electronically, subject entirely to the agreement of the Committee and in line with the Trust's Articles of Association.
- The Trust's preferred method of electronic meetings, is via Microsoft Teams, accessed through the Trust Governance Portal.
- The Chair of the Committee shall report on their findings to Trustees at each Board Meeting, as a standing item.

10.4 Delegations

- This Committee focuses on the educational and safeguarding targets for each academy, monitoring the quality of the educational standards and performance and challenging any areas of underperformance.
- The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.
- The Standards Committee has delegated authority to seek legal advice where appropriate via the Trust Governance Professional.

The Standards Committee will undertake the following delegations:

10.4.1 Educational Performance

- Approve the Trust Approach to Curriculum and Assessment.
- Approve the Trust Approach to Early Years Foundation Stage.
- Recommend the approved reporting mechanisms for educational data.
- Review pupil attainment, progress, and attendance, highlighting achievements exceeding expectations and concerns which may require input from the Trust Board and/or LGB/LAB, the Trust Executive Team or external support.

10.4.1 Educational Performance (continued)

- Monitor Admission and Attendance records and strategies.
- Review Stakeholder engagement.
- Review the deployment of the Pupil Premium Grant, PE, Sports Premium Funding and other DfE grants e.g., Recovery Premium.
- Monitor the work of cross Trust networks including Early Years etc.
- Review all reports from School Review Days, and other external consultants, and monitor action plan implementation.

10.4.2 Risk Management

- Review Educational based risks to feedback to the F&R Committee.

10.4.3 Safeguarding, Looked After Children and Pupil Welfare

- Receive reports from the Trust DSL (Designated Safeguarding Lead) Lead.
- Monitor Trust wide Safeguarding arrangements through the work of the Trust DSL Network.
- Monitoring of behaviour and pastoral strategies across the Trust.

10.4.4 Special Educational Needs and Disabilities

- Monitor Trust wide SEND (Special Educational Needs and Disabilities) arrangements through the work of the Trust SEND Leads.
- Review measures that are taken to ensure that the needs of SEND pupils are fully met.

10.5 Disputes

- Any disagreement within the Standards Committee must be resolved at Trust Board level. The Trust Governance Professional should be consulted.

10.6 Administration

- All Principals will provide a written report providing an update on the Academy to the CEO Principal in line with reporting requirements and the agenda for each Standards Committee meeting.
- All Chairs of LGB/LABs shall send a formal report via the Principal to the CEO Principal for the Standards Committee to review as a standing item.
- All Trust Networks shall send a formal report via the CEO Principal in line with the agenda for each Standards Committee Meeting.
- The Chair of the Committee shall report on their findings to Trustees at each Trust Board Meeting, as a standing item.
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the Standards Committee, the signed minutes of every such meeting and any report, document or other paper considered are made available to Trustees via the Trust Governance Portal (and in hard copy by request), where possible at least seven calendar days in advance of the meeting.
- Arrangements for minutes of the Standards Committee meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the Standards Committee and Trustees within 2 weeks of them being made available.
- At every meeting of the Standards Committee, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

10.6 Administration (continued)

- Minutes will be stored for at least seven years in line with legal requirements.
- The agenda plans will be agreed each year in line with the Standards Committee overarching responsibilities outlined above.
- The Chair of the Standards Committee shall send any queries to the Trust Board via the meeting clerk or Trust Governance Professional.
- The agenda plans will be agreed each year in line with the Committee's overarching responsibilities outlined above.

10.7 Review

Date of last review: September 2023

Date of next review: September 2024

11. Terms of Reference

Finance & Risk Committee

- These Terms of Reference are drafted and maintained by Leodis Academies Trust.
- The Trustees may make amendments to these terms of reference from time to time.
- The Terms of Reference will be reviewed at least annually by the Trustees.
- In the event that amendments are made, the Trust shall update the Finance and Risk Committee at its next suitable meeting.
- The Terms of Reference should be read in conjunction with the Trust's Articles of Association and Scheme of Delegation.

11.1 Purpose

The main purpose of the Finance and Risk Committee is to provide assurance to the Board over the suitability of, and compliance with, its financial systems and operational controls, to ensure that risks are being adequately identified and managed, and to direct a programme of internal scrutiny and to consider the results and quality of external audit.

- The Committee's overarching purpose is to:
 - Provide oversight of and advice to the Trust Board on the adequacy and effectiveness of the organisation's financial control and reporting systems.
 - Recommend to the Members the appointment of suitable External Auditors and to advise the Board on both financial and non-financial internal scrutiny arrangements, taking a risk-based approach to commissioning topics of each internal audit report.
 - To act as the Audit Committee, as defined by the Academies Financial Handbook, to advise on the adequacy of the Trust's controls and risks.
 - Ensure that adequate levels of external and internal audit are maintained and act as a point of escalation for any concerns identified during audit visits.
 - To ensure that information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims completed by the Trust and by constituent academies is accurate and in compliance with funding criteria.

11.1 Purpose (continued)

- to undertake detailed review of the annual budget, annual report and accounts, post-audit report, internal scrutiny report, risk register and policies on behalf of the Board.
- to take such decisions as are devolved to it by the Board - except where the Board has formally delegated decision-making authority to the Committee, its role is advisory.

11.2 Composition

- The Committee shall consist of a minimum of three non-executive Trustees.
- A majority of Committee members shall be Trustees in line with the requirements in the Education & Skills Funding Agency's (ESFA) Academies Financial Handbook. Other suitable individuals may be co-opted onto the Committee recruited on the basis of their skills and expertise.
- All appointments to the Committee shall be at the discretion of the Trust Board.
- Employees of the trust should not be members of the Finance & Risk Committee, but the Accounting Officer, Finance Director and COO should attend to provide information and participate in discussions.
- Internal and external auditors will be invited to attend and report to meetings at relevant times of the year.

11.2.1 Chairs and Vice-Chairs

- The Chair of the Committee shall be appointed by the Trust Board and must not be the Chair of Trustees.
- The term of office as Chair will align with their term of office as a Trustee.
- The Committee shall elect annually a Vice-Chair from among their number.
- Should the Committee prefer a Co-Chair arrangement, approval should be sought from the Trust Board.

11.3 Meetings

- Meetings will take place at least five times per annum as a minimum and will precede main Trust Board meetings where possible.
- The quorum for meetings is two Committee Members, of which one should be the Chair/Co-Chair or Vice-Chair.
- A special meeting of the Finance & Risk Committee can be called if necessary. Where there are matters demanding urgent consideration, the need for seven days' notice of the meeting will be waived. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda. The Trust Governance Professional will be consulted in such cases.
- Decisions may, at times, be required outside of calendared meetings. In such circumstances Trustees can vote via email through the Trust Governance Professional. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. The Trust Governance Professional will securely maintain all responses/votes as a record of the decision made.
- Meetings may be held in person, by conference call or electronically, subject entirely to the agreement of the Committee and in line with the Trust's Articles of Association.
- The Trust's preferred method of electronic meetings, is via Microsoft Teams, accessed through the Trust Governance Portal.
- The Chair of the Committee shall report on their findings to Trustees at each Board Meeting, as a standing item.

11.4 Delegations

- The Committee must agree a programme of work to provide the Trust Board with assurance on financial controls and risks. This oversight must extend to the financial controls and risks at constituent academies.
- The Committee must ensure that information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims completed by the trust and by constituent academies is accurate and in compliance with funding criteria.

11.4 Delegations (continued)

- The Finance and Risk Committee also acts as the Audit Committee, as defined by the Academies Financial Handbook, to advise on the adequacy of the Trust's controls and risks.
- The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.
- The Finance and Risk Committee has delegated authority to seek legal advice where appropriate, in consultation with the Accounting Officer.

The Finance and Risk Committee will undertake the following delegations:

11.4.1 Financial Management

- Review the effectiveness of financial and other control systems.
- Determine and review the Trust's scheme of financial delegation for Trust Board approval.
- Agree the approved cash position for the Trust.
- Recommend to the Trust Board the Top Slice percentage of the budget.
- Review the Annual Trust Budget (including all budgets for all Academies in the Trust) for approval by the Trust Board.
- Regularly monitor management accounts.
- Oversee the finances of sponsored schools and/or those with a Local Advisory Board.
- Ensure robustness in benchmarking and trust wide value for money.
- Review Business Cases for decision or recommendation to the Trust Board as appropriate.

11.4.1 Financial Management (continued)

- Review and approve trust wide procurement strategies and efficiency savings.
- Recommend the Governance Report, Trust Financial Statements and Annual Internal Audit Report to the Trust Board and ensure these are submitted to the ESFA and Companies House in line with requirements.
- Recommend any other Financial or Risk related report for the Trust Board to approve (e.g., Going Concern assessment, SMRAT etc)

11.4.2 External Audit and Internal Scrutiny

- Agree an annual schedule of external audit business.
- Agree an annual internal scrutiny and audit plan.
- Receive reports from the internal auditors and other compliance reviews (other than those for educational oversight).
- Consider and respond to recommendations.
- Receive and respond to the external auditors' report – in conjunction with the full Trust Board.
- Recommend the appointment of a suitable External Auditor to the Trust Board and Members.

11.4.3 Risk

- Determine and Approve the Risk Management Policy and Procedures.
- Approve the Trust Risk Register format, review, and reporting procedures.
- Monitor and review strategic risk and any escalated risks from academies or central team.
- Agree auditing and reporting arrangement for matters of compliance.

11.4.4 Financial Levels of Authority

- The Committee has delegated authority to approve goods and services up to the value of £100,000.
- Purchasing over £100,000 needs Trust Board approval.

11.5 Disputes

- Any disagreement within the Finance and Risk Committee must be resolved at Board level. The Trust Governance Professional should be consulted.

11.6 Administration

- The CFO and COO will provide written reports in line with reporting requirements and the agenda for each Finance & Risk Committee meeting.
- The Chair of the Committee shall report on their findings to Trustees at each Trust Board Meeting, as a standing item.
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the Finance and Risk Committee, the signed minutes of every such meeting and any report, document or other paper considered are made available to Trustees via the Trust Governance Portal (and in hard copy by request), where possible at least seven calendar days in advance of the meeting.
- Arrangements for minutes of the Finance and Risk Committee meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the Finance and Risk Committee and Trustees within 2 weeks of them being made available.
- At every meeting of the Finance and Risk Committee, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

11.6 Administration (continued)

- Minutes will be stored for at least seven years in line with legal requirements.
- The agenda plans will be agreed each year in line with the Finance and Risk Committee overarching responsibilities outlined above.
- The Chair of the Finance and Risk Committee shall send any queries to the Trust Board via the meeting clerk or Trust Governance Professional.
- The agenda plans will be agreed each year in line with the Committee's overarching responsibilities outlined above.

11.7 Review

Date of last review: September 2023

Date of next review: September 2024

12. Terms of Reference Remuneration Committee

- These Terms of Reference are drafted and maintained by Leodis Academies Trust.
- The Trustees may make amendments to these terms of reference from time to time.
- The Terms of Reference will be reviewed at least annually by the Trustees.
- In the event that amendments are made, the Trust shall update the Remuneration Committee at its next suitable meeting.
- The Terms of Reference should be read in conjunction with the Trust's Articles of Association and Scheme of Delegation.

12.1 Purpose

This Committee maintains an oversight of the Trust's approach to remuneration and pay. The Committee approves pay progression for the Executive Team and Academy Senior Leaders following Performance Management reviews and subsequent recommendations to the committee. The Committee has oversight of all remuneration related activities, including national pay recommendations.

12.2 Composition

- The Committee shall consist of a minimum of three non-executive Trustees.
- A majority of Committee members shall be Trustees in line with the requirements in the Education & Skills Funding Agency's (ESFA) Academies Financial Handbook. Other suitable individuals may be co-opted onto the Committee recruited on the basis of their skills and expertise.
- All appointments to the Committee shall be at the discretion of the Trust Board.

12.2 Composition (continued)

- Employees of the Trust should not be members of the Remuneration Committee, but the Accounting Officer, Finance Director, COO and Trust HR Manager may attend to provide information and participate in discussions.
- Internal and external auditors will be invited to attend and report to meetings at relevant times of the year.

12.2.1 Chairs and Vice-Chairs

- The Chair of the Committee shall be appointed by the Trust Board and must not be the Chair of Trustees.
- The term of office as Chair will align with their term of office as a Trustee.
- The Committee shall elect annually a Vice-Chair from among their number.
- Should the Committee prefer a Co-Chair arrangement, approval should be sought from the Trust Board.

12.3 Meetings

- Meetings will take place at least once per annum as a minimum, and will precede main Trust Board meetings where possible.
- The quorum for meetings is two Committee Members, of which one should be the Chair/Co-Chair or Vice-Chair.
- A special meeting of the Remuneration Committee can be called if necessary. Where there are matters demanding urgent consideration, the need for seven days' notice of the meeting will be waived. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda. The Trust Governance Professional will be consulted in such cases.
- Decisions may, at times, be required outside of calendared meetings. In such circumstances Trustees can vote via email through the Trust Governance Professional. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. The Trust Governance Professional will securely maintain all responses/votes as a record of the decision made.

12.3 Meetings (continued)

- Meetings may be held in person, by conference call or electronically, subject entirely to the agreement of the Committee and in line with the Trust's Articles of Association.
- The Trust's preferred method of electronic meetings, is via Microsoft Teams, accessed through the Trust Governance Portal.
- The Chair of the Committee shall report on their findings to Trustees at each Board Meeting, as a standing item

12.4 Delegations

- The committee receives reports and maintains oversight on the implementation of the pay structures and grading systems across the Trust. This includes pension contributions to the defined pension schemes including Teachers Pension and WYPF.
- The committee reviews and approves the Trust Pay Policy, including pay structures, and any pay reviews in line with national recommendations such as from School Teachers' Review Board (STRB) and National Joint Council (NJC).
- The Committee approves all remuneration related reports, and ensures they are submitted in a timely manner to external bodies, including but not limited to Gender Pay Gap reporting, Union Time reporting, School Workforce Census.
- The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.
- The Remuneration Committee has delegated authority to seek independent specialist advice where appropriate, usually in consultation with the Accounting Officer.

12.4 Delegations (continued)

The Remuneration Committee will also undertake the following delegations

- Ensure all pay structure and pay review decisions are communicated across the Trust.
- Determine the pay and conditions of service of each Principal/CEO Principal in the Trust subject to the relevant statutory requirements.
- Make specific recommendations on remuneration for senior staff to include Principals/Headteachers and all Academy and central team staff earning over £60k and therefore disclosed in the senior staff note in the Trust's financial statements.
- Determine the remuneration and conditions of service of the Trust central team.
- Ensure that all pay decisions are communicated to each Trust Central team staff, in accordance with Trust procedures.
- Ensure that all pay decisions are communicated to each Principals and the CEO Principal in writing by the Chair of Trustees in accordance with the relevant section of the School Teachers' Pay and Conditions Document.
- In determining recommendations to the Trust's Board on the remuneration and conditions of service of designated senior post holders, the Committee will consider both national benchmarking information on pay and conditions for institutions of a similar size or approach and information on similar positions within the region.
- The committee receives and approves the Gender Pay Gap Report, the Union Time report.
- The committee receives a report on the School Workforce Census.
- The committee receives and approves any Job Evaluation Scheme and related processes.
- The committee annually reviews pension contribution rates and any update to Discretions Statements and our other pension related policies.

12.4.1 Financial Levels of Authority

- The Committee has delegated authority to approve remuneration for senior staff (including Principals/Headteachers and all Academy and central team staff earning over £60k and therefore disclosed in the senior staff note in the Trust's financial statements).
- The Committee has delegated authority to approve the remuneration for the Trust central team in line with the Pay Policy.
- The committee has delegated authority to approve any pay reviews in line with national recommendations such as from School Teachers' Review Board (STRB) and National Joint Council (NJC).
- Any recommendations outside of these delegations would need to be approved by the Trust Board.

12.5 Disputes

- Any disagreement within the Finance and Risk Committee must be resolved at Board level. The Trust Governance Professional should be consulted.

12.6 Administration

- The CEO Principal, CFO, COO and Trust HR Manager will provide written reports in line with reporting requirements and the agenda for each Remuneration Committee meeting.
- The Chair of the Committee shall report on their findings to Trustees at each Trust Board Meeting, as a standing item.
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the Remuneration Committee, the signed minutes of every such meeting and any report, document or other paper considered are made available to Trustees via the Trust Governance Portal (and in hard copy by request), where possible at least seven calendar days in advance of the meeting.
- Arrangements for minutes of the Remuneration Committee meeting to be taken will be made by the Trust Governance Professional.

12.6 Administration (continued)

- The Chair will approve minutes for circulation to the Remuneration Committee and Trustees within 2 weeks of them being made available.
- At every meeting of the Remuneration Committee, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- Minutes will be stored for at least seven years in line with legal requirements.
- The agenda plans will be agreed each year in line with the Remuneration Committee overarching responsibilities outlined above.
- The Chair of the Remuneration Committee shall send any queries to the Trust Board via the meeting clerk or Trust Governance Professional.
- The agenda plans will be agreed each year in line with the Committee's overarching responsibilities outlined above.

12.7 Review

Date of last review: September 2023

Date of next review: September 2024

13 . Terms of Reference

Local Governing Board (LGB)

- These Terms of Reference are drafted and maintained by Leodis Academies Trust.
- The Trustees may make amendments to these terms of reference from time to time.
- The Terms of Reference will be reviewed at least annually by the Trustees.
- If amendments are made, the Trust shall update the Local Governing Board (LGB) at its next suitable meeting.
- The Terms of Reference should be read in conjunction with the Trust's Articles of Association and Scheme of Delegation.

13.1 Purpose

- The role of The Local Governing Board (LGB) is to carry the Trust vision, policies, and priorities forward, based on the specific qualities and community characteristics of each school. The Governors are expected to question and challenge school leadership, to support the Trustees and CEO in holding them to account:
 - Ensure progress against the key priorities.
 - Understand the strengths and challenge weaknesses of the Academy,
 - Understand and take sufficient account of pupil data, particularly their understanding and use of external data and the Academy's own monitoring systems.
 - Monitor the impact of strategies on learning and progress in different subjects and year groups.
 - To ensure that the school development plan addresses the identified areas for improvement.
- The LGB shall designate link roles for Governors to support monitoring of specific aspects. These must include Child Protection and Safeguarding, SEND (Special Educational Needs and Disabilities), Pupil Premium.
- The LGB may implement as many link roles as they deem appropriate, in line with the Trust Scheme of Delegation and may combine link roles. It is expected that when a Governor is designated a link role, they will retain it for the remainder of their term of office as a Governor.

13.1 Purpose (continued)

- The LGB may hold appropriate Panels as appropriate, in-line with Trust Policies. These may include Complaints, Disciplinary & Grievance and other HR panels as required. They also agree to delegate responsibility for Attendance and Exclusion committees. In addition, they act as the Pay Panels for non-leadership staff and undertake, in conjunction with the Trust Board's delegated representative (CEO) performance reviews for senior leadership with subsequent pay recommendations to the Remuneration Committee. Advice should be sought from the Trust Governance Professional in relation to any Panels.
- LGBs (Local Governing Boards) are appointed by the Trust Board, and so delegations can be removed at any time.
- The Local Governing Board may not delegate all or any part of its powers, duties, responsibilities or functions to any person, committee, or other organisation without the prior written consent of the Trust Board.

13.2 Composition

- The composition of the LGB shall be determined by Trustees base on the requirement of the school setting.
- In most cases, the LGB will comprise of 9 Governors
 - The Principal of the Academy Ex Officio
 - 2 Parent Governors
 - 1 Staff Governor
 - 5 Trust appointed Governors

A Trust Representative, including members of the Executive Team, may be in attendance.

- As the Trust Board delegates the responsibility for parent representation to the LGB/LAB and therefore there must be two Parent Governors on each LGB/LAB, elected in line with articles 54-56 of the Articles of Association.
- Staff governors are subject to election, but should not be a member of the Senior Leadership Team.
- There must not be over 33% of the Board as employees of the Trust.
- All Governor appointments/elections are subject to ratification by Trustees.

13.2.1 Chairs and Vice-Chairs

- The Chair of the Committee shall be appointed annually by the Trust Board following recommendation from the LGB.
- The LGB shall elect annually a Vice-Chair from among their number.
- Should the Committee prefer a Co-Chair arrangement, approval should be sought from the Trust Board.
- Any Governor employed to work in the Trust cannot be Chair/Co-Chair or Vice-Chair.
- Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair is to act as Chair for all purposes.
- As part of their functions, it is expected that the Chair will make every effort to attend Trust Chairs' Forum meetings to support communications across the Trust.

13.2.2 Delegation of Functions of the Chair or Vice-Chair in Cases of Urgency

- Where a delay in exercising the function would be likely to be seriously detrimental to the interests of the school, any pupil at the school, or their parent, or a person who works at the school, the Chair may exercise any function of the LGB. Where the Chair (whether by reason of vacancy in the office or otherwise) would be unable to exercise the function in question before the detriment is suffered, the reference to the Chair is to be read as if it were a reference to the Vice-Chair.
- Decisions of this nature should be recorded via the Trust Governance Professional.

13.3 Meetings

- LGB Meetings will take place at least four times a year and will precede main Trust Board meetings where possible.
- The quorum for meetings is three Governors, at least one of whom should be the Chair/Co-Chair or Vice Chair.
- A special meeting of the LGB can be called if necessary. Where there are matters demanding urgent consideration, the need for seven days' notice of the meeting will be waived. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda. The Trust Governance Professional will be consulted in such cases.
- Any Governors with conflicts of interests or duties in accordance with Article 6 of the Articles of Association must abide by the procedures in Article 6 where required, withdraw from the meeting in respect of discussions in relation to which they have a conflict and not vote. For the avoidance of doubt, any Governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his/her remuneration, conditions of service, promotion, conduct, suspension, dismissal, resignation, or retirement are to be considered.
- Decisions may, at times, be required outside of LGB meetings. In such circumstances Governors can vote via email through the Trust Governance Professional. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. The Trust Governance Professional will securely maintain all responses/votes as a record of the decision made.
- Meetings may be held in person, by conference call or electronically, subject entirely to the agreement of the Committee and in line with the Trust's Articles of Association.
- The Trust's preferred method of electronic meetings, is via Microsoft Teams, accessed through the Trust Governance Portal.
- Meetings may use a blended approach to secure better attendance as required.

13.4 Delegations 2023/24

The Trustees delegate the oversight of the running of the Academy to the LGB and specifically the following duties:

13.4.1 Vision, Ethos, Strategy, Culture and Values

- To carry forward the Trust's vision, ethos, strategy, culture, and values in a way appropriate to the specific qualities and community characteristics of each Academy.
- Implementation of actions required to comply with statutory regulations and the Funding Agreements.
- To hold school leadership to account for academic performance, quality of care and quality of provision.
- To contribute to and review academy evaluation documents.
- To contribute to the School Development Plan (SDP) and Self Evaluation Framework (SEF) and monitor progress.

13.4.2 Educational Performance

The LGB will focus on monitoring and reviewing educational performance within the academy, ensuring statutory duties are met. This includes:

- Ensuring the Academy is teaching the statutory curriculum, teaching time allocated for this is appropriate and assessment arrangements are in place.
- Ensuring the Academy reports at least annually to parents on their child's achievement and general progress.
- Ensuring the Academy complies with the requirements of the Early Years Foundation Stage statutory documents, and Trust Policy Statements.
- Considering annual performance data from a number of sources such as school performance tables and school inspection data summary report (ISDR) to support governors in monitoring priorities and outcomes for pupils.

13.4.2 Educational Performance (continued)

- Monitoring and evaluating assessment and target setting procedures to ensure that all groups of children, including the most vulnerable and high achievers make good progress.
- Monitoring the implementation of the Academy teaching and learning policy, marking and feedback policy and homework policy - the teaching and learning policy should include the teaching of and a support for fundamental British values of democracy, the rule of law, individual liberty, and mutual respect for and tolerance of those with different faiths and beliefs.
- Ensuring religious education (RE) is being taught and the Academy is complying with collective worship requirements. Note: this is not a statutory policy although collective worship is a statutory requirement.
- Ensuring other statutory curriculum requirements are met.
- Reviewing and implementing the Relationships and Sex Education policy as required.
- Considering how the Academy can further encourage students' spiritual, moral and cultural development.
- Ensuring a register of pupils' attendance is in place.
- Supporting and monitoring the implementation of strategies to improve attendance and punctuality of students.
- Monitoring and evaluating partnerships with children, staff, parents, and carers including promoting Parent View and ensuring surveys are carried out on a regular basis.

13.4.3 Compliance with Statutory Guidance and Trust Recommendations

- The Trustees delegate the following duties:
 - Implement agreed Admissions arrangements.
 - Implement agreed term dates and the Academy Day.
 - Ensure the Trust whistleblowing policy is implemented.
 - Ensure that the Trust procedures are for all aspects of statutory compliance, complaints, and appeals
 - Implement Trust policies.
 - Review Academy specific policies, publications and website content and ensure academy compliance with DfE and Financial regulations in line with Trust recommendations.

13.4.3.1 Risk Management

- Review the Academy risk register and seek assurance from the Academy Senior Leadership team that risk management is effective.
- Support the maintenance of the Academy Risk Register by identifying any potential risks which may have a significant effect on the organisation.

13.4.3.2 Conflicts of Interest

- Ensure any conflicts of interests are recorded and appropriate action taken.

13.4.3.3 Equalities Legislation

- Ensure the Academy meets the requirements of the Equality Act 2010 and has policies and practices in place to support this, in line with Trust Policy and procedures, including Equality information, Equality objectives statement and an accessibility plan.

13.4.3.4 Safeguarding

- Ensure that the academy has up-to-date Child Protection and Safeguarding policies and procedures in place and monitor implementation.
- Ensure safeguarding arrangements are in place to keep pupils free from the dangers of radicalisation and extremism and how these are checked and monitored (e.g. staff training).
- Ensure that the Single Central Record (SCR) is kept, updated, and includes all vetting checks, including establishing that an individual is not subject to a prohibition order or an interim prohibition order, in line with Trust requirements.
- Appoint a designated Child Protection and Safeguarding Governor who will take a lead role in monitoring safeguarding on behalf of the LGB. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor.

13.4.3.5 Looked After Children

- Ensure the Academy has a named Designated Teacher for Looked After Children.
- To appoint a designated LAC Governor who will take a lead role in monitoring provision for LAC pupils on behalf of the LGB.
- Monitor and evaluate the effectiveness of provision for Children Looked After.

13.4.3.6 Special Educational Needs and Disabilities

- Monitor and evaluate the effectiveness of provision for the welfare of children with special educational needs and disabilities, and to review and approve a SEND policy and ensure this is published on the Academy's website. To review annually.
- Ensure the academy effectively implements strategies for inclusion.
- To appoint a designated SEND Governor who will take a lead role in monitoring provision for SEND pupils on behalf of the LGB. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor

13.4.3.7 Pupil Welfare

- Developing and approving a behaviour policy based on Trust guidelines.
- Reviewing pastoral support systems within the Academy.

13.4.3.8 Health & Safety

- Accepting the Health and Safety Policy approved by the Trustees.
- Ensuring that the Academy meets all relevant health and safety legislation.
- Reviewing and monitoring any reports provided by the Trust Compliance Lead/COO
- Reviewing and monitoring actions arising from any audits undertaken by external providers as part of the Trust Compliance framework/Internal Scrutiny programme.
- Ensure accidents and near misses are correctly logged and reported as required.
- Where the Academy provides lunches, to ensure they meet the DfE standards and complies with the Trust's Catering Development Plan, including nutritional standards and allergens procedures.
- To ensure the Academy has a named Educational Visits Co-ordinator.
- To monitor and evaluate the implementation of the Educational Visits Policy including approval of all visits through the on-line EVOLVE system, ensuring financial delegations are followed.

13.4.3.9 Financial Oversight

- Note and review the Academy budget for the academic year, monitor expenditure in year and ensure all budgets delegated are managed within the Trust's scheme of delegation.
- To ensure the level of delegation to the Principal for day-to-day management of the Academy is observed.
- Implementation of Trust's procurement policies.
- Hold school leadership to account for achieving value for money.
- Appoint annually a designated Pupil Premium Governor who will take a lead role in monitoring the effectiveness of the use of Pupil Premium funding (and other DfE grants) on behalf of the LGB.
- Monitor the impact of all DfE grants e.g., pupil premium, PE & Sports premium, recovery premiums and ensure that the reports are published on-line in line with statutory guidance.
- Compliance with statutory guidance in relation to Census returns.

13.4.3.10 Estates and IT Management

- Note and review the Academy estates and IT plans for the academic year, having particular regard to the requirements of Health and Safety Regulations.
- To receive appropriate reports on the Academy estate and IT, and monitor the impact on education and learning.
- Note and review any requirements emerging from external H&S, Fire or other estates/IT compliance audits and ensure any remedial actions are completed.
- Support the leadership team annual statement of priorities for estates linked to curriculum needs including IT maintenance and development for approval by the Trust Board.

13.4.3.11 Governance

- To support Trustees by understanding the Scheme of Delegation and associated Governance documentation, including Skills Audit, Code of Conduct etc.

13.4.3.12 Staffing

- Monitor local HR activity and policy
- The CEO will advise the LGB about all matters concerning remuneration.
- The LGB may review and ratify remuneration for all staff (excluding the Principal and the senior team) working with school leadership and in consultation with the CEO within bands agreed by the Trust Remuneration Committee
- The performance review, performance management of the Principal and senior team will be reviewed by Governors and the CEO who holds delegated authority from the Trust Board, in accordance with the Trust's Performance Review Policy.
- The remuneration of the Principal and senior team will be reviewed by the Trust Remuneration Committee in accordance with the Trust's Pay Policy.

13.5 Disputes

- Any disagreement within the LGB must be resolved at Trust Board level. The Trust Governance Professional should be consulted.

13.6 Administration

- The Principal will provide a written report providing an update on the Academy to each meeting of the LGB (excluding special meetings).
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the LGB, the signed minutes of every such meeting and any report, document or other paper considered are made available to Governors via the Trust Governance Portal (and in hard copy by request), where possible at least 7 calendar days in advance of the meeting.
- Arrangements for minutes of any LGB meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the LGB and Trustees within 2 weeks of them being made available.
- At every meeting of the LGB, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Governors present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- Minutes will be stored for at least seven years in line with legal requirements.
- The agenda plans will be agreed each year in line with the LGBs overarching responsibilities outlined above.
- The Chair of the LGB shall send a standardised formal report via the Principal to the Standards Committee for review as a standing item.
- The Chair of the LGB shall send any queries to the Trust Board via the meeting clerk or Trust Governance Professional.

13.7 Review

Date of last review: September 2023

Date of next review: September 2024

14 . Terms of Reference

Local Advisory Board

- These Terms of Reference are drafted and maintained by Leodis Academies Trust.
- The Trustees may make amendments to these terms of reference from time to time.
- The Terms of Reference will be reviewed at least annually by the Trustees.
- If amendments are made, the Trust shall update the Local Advisory Board (LAB) at its next suitable meeting.
- The Terms of Reference should be read in conjunction with the Trust's Articles of Association and Scheme of Delegation.

14.1 Purpose

- The role of Local Advisory Board is to carry the Trust vision, policies, and priorities forward, based on the specific qualities and community characteristics of each school. The Governors are expected to question and challenge school leadership, to support the Trustees and CEO in holding them to account:
 - Ensure progress against the key priorities.
 - Understand the strengths and challenge weaknesses of the Academy,
 - Understand and take sufficient account of pupil data, particularly their understanding and use of external data and the Academy's own monitoring systems
 - Monitor the impact of strategies on learning and progress in different subjects and year groups.
 - To ensure that the school development plan addresses the identified areas for improvement.
- The LAB shall designate link roles for Governors to support monitoring of specific aspects these must include Child Protection and Safeguarding, SEND (Special Educational Needs and Disabilities), Pupil Premium.
- The LAB may implement as many link roles as they deem appropriate, in line with the Trust Scheme of Delegation and may combine link roles. It is expected that when a Governor is designated a link role they will retain it for the remainder of their term of office as a Governor.

14.1 Purpose (continued)

- The LAB may hold appropriate Panels as appropriate, in-line with Trust Policies. These may include Complaints, Disciplinary & Grievance and other HR panels as required. They also agree to delegate responsibility for Attendance and Exclusion committees. In addition, they act as the Pay Panels for non-leadership staff and undertake, in conjunction with the Trust Board's delegated representative (CEO) performance reviews for senior leadership with subsequent pay recommendation to the Remuneration Committee. Advice should be sought from the Trust Governance Professional in relation to any Panels.
- LABs (Local Advisory Boards) are appointed by the Trust Board, and so delegations can be removed at any time.
- The Local Advisory Board may not delegate all or any part of its powers, duties, responsibilities or functions to any person, committee, or other organisation without the prior written consent of the Trust Board.

14.2 Composition

- The composition of the LAB shall be determined by Trustees base on the requirement of the school setting. In most cases, the LAB will comprise of:
 - 9 Governors
 - The Principal of the Academy Ex Officio
 - The Trust CEO Ex Officio
 - 2 Parent Governors
 - 1 Staff Governor
 - 4 Trust appointed Governors

A Trust Representative, including members of the Executive Team, may be in attendance.

- As the Trust Board delegates the responsibility for parent representation to the LGB/LAB and therefore there must be two Parent Governors on each LGB/LAB, elected in line with articles 54-56 of the Articles of Association.
- Staff governors are subject to election, but should not be a member of the Senior Leadership Team.
- There must not be over 33% of the Board as employees of the Trust.
- All Governor appointments/elections are subject to ratification by Trustees.

14.2.1 Chairs and Vice-Chairs

- The Chair of the Committee shall be appointed annually by the Trust Board following recommendation from the LAB.
- The LAB shall elect annually a Vice-Chair from among their number.
- Should the Committee prefer a Co-Chair arrangement, approval should be sought from the Trust Board.
- Any Governor employed to work in the Trust cannot be Chair or Vice-Chair.
- Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair is to act as Chair for all purposes.
- As part of their functions, it is expected that the Chair will make every effort to attend Trust Chairs' Forum meetings to support communications across the Trust.

14.2.2 Delegation of Functions to the Chair or Vice-Chair in Cases of Urgency

- Where a delay in exercising the function would be likely to be seriously detrimental to the interests of the school, any pupil at the school, or their parent, or a person who works at the school, the Chair may exercise any function of the LAB. Where the Chair (whether by reason of vacancy in the office or otherwise) would be unable to exercise the function in question before the detriment is suffered, the reference to the Chair is to be read as if it were a reference to the Vice-Chair.
- Decisions of this nature should be recorded via the Trust Governance Professional.

14.3 Meetings

- LAB Meetings will take place at least 4 times a year (every half term), and will precede main Trust Board meetings where possible.
- The quorum for meetings is three Governors, at least one of whom should be the Chair/Co-Chair or Vice Chair.
- A special meeting of the LAB can be called if necessary. Where there are matters demanding urgent consideration, the need for seven days' notice of the meeting will be waived. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda. The Trust Governance Professional will be consulted in such cases.
- Any Governors with conflicts of interests or duties in accordance with Article 6 of the Articles of Association must abide by the procedures in Article 6 where required, withdraw from the meeting in respect of discussions in relation to which they have a conflict and not vote. For the avoidance of doubt, any Governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LAB at which his/her remuneration, conditions of service, promotion, conduct, suspension, dismissal, resignation, or retirement are to be considered.
- Decisions may, at times, be required outside of LAB meetings. In such circumstances Governors can vote via email through the Trust Governance Professional. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. The Trust Governance Professional will securely maintain all responses/votes as a record of the decision made.
- Meetings may be held in person, by conference call or electronically, subject entirely to the agreement of the Committee and in line with the Trust's Articles of Association.
- The Trust's preferred method of electronic meetings is via Microsoft Teams, accessed through the Trust Governance Portal.
- Meetings may use a blended approach to secure better attendance as required.

14.4 Delegations 2023/24

The Trustees delegate the oversight of the running of the Academy to the LAB, (with the exception of financial delegations) and specifically the following duties:

14.4.1 Vision, Ethos, Strategy, Culture and Values

- To carry forward the Trust's vision, ethos, strategy, culture, and values in a way appropriate to the specific qualities and community characteristics of each Academy.
- Implementation of actions required to comply with statutory regulations and the Funding Agreements.
- To hold school leadership to account for academic performance, quality of care and quality of provision.
- To contribute to and review academy evaluation documents.
- To contribute to the School Development Plan (SDP) and Self Evaluation Framework (SEF) and monitor progress

14.4.2 Educational Performance

The LAB will focus on monitoring and reviewing educational performance within the academy, ensuring statutory duties are met. This includes:

- Ensuring the Academy is teaching the statutory curriculum, teaching time allocated for this is appropriate and assessment arrangements are in place.
- Ensuring the Academy reports at least annually to parents on their child's achievement and general progress.
- Ensuring the Academy complies with the requirements of the Early Years Foundation Stage statutory documents, and Trust Policy Statements.
- Considering annual performance data from a number of sources such as school performance tables and school inspection data summary report (ISDR) to support governors in monitoring priorities and outcomes for pupils.

14.4.2 Educational Performance (continued)

- Monitoring and evaluating assessment and target setting procedures to ensure that all groups of children, including the most vulnerable and high achievers make good progress.
- Monitoring the implementation of the Academy teaching and learning policy, marking and feedback policy and homework policy - the teaching and learning policy should include the teaching of and a support for fundamental British values of democracy, the rule of law, individual liberty, and mutual respect for and tolerance of those with different faiths and beliefs.
- Ensuring religious education (RE) is being taught and the Academy is complying with collective worship requirements. **Note:** this is not a statutory policy although collective worship is a statutory requirement.
- Ensuring other statutory curriculum requirements are met.
- Reviewing and implementing the Relationships and Sex Education policy as required.
- Considering how the Academy can further encourage students' spiritual, moral and cultural development.
- Ensuring a register of pupils' attendance is in place.
- Supporting and monitoring the implementation of strategies to improve attendance and punctuality of students.
- Monitoring and evaluating partnerships with children, staff, parents, and carers including promoting [Parent View](#) and ensuring surveys are carried out on a regular basis.

14.4.3 Compliance with Statutory Guidance and Trust Recommendations

- The Trustees delegate the following duties:
 - Implement agreed Admissions arrangements
 - Implement agreed term dates and the Academy day
 - Ensure the Trust whistleblowing policy is implemented.
 - Ensure that the Trust procedures are for all aspects of statutory compliance, complaints, and appeals
 - Implement Trust policies.
 - Review Academy specific policies, publications and website content and ensure academy compliance with DfE and Financial regulations in line with Trust recommendations.

14.4.3.1 Risk Management

- Review the Academy risk register and seek assurance from the Academy Senior Leadership Team that risk management is effective.
- Support the maintenance of the Academy Risk Register by identifying any potential risks which may have a significant effect on the organisation

14.4.3.2 Conflicts of Interest

- Ensure any conflicts of interests are recorded and appropriate action taken.

14.4.3.3 Equalities Legislation

- Ensure the Academy meets the requirements of the Equality Act 2010, and has policies and practices in place to support this, in line with Trust Policy and procedures, including Equality information, Equality objectives statement and an accessibility plan.

14.4.3.4 Safeguarding

- Ensure that the academy has up-to-date Child Protection and Safeguarding policies and procedures in place and monitor implementation.
- Ensure safeguarding arrangements are in place to keep pupils free from the dangers of radicalisation and extremism and how these are checked and monitored (e.g. staff training).
- Ensure that the Single Central Record (SCR) is kept, updated, and includes all vetting checks, including establishing that an individual is not subject to a prohibition order or an interim prohibition order, in line with Trust requirements.
- Appoint a designated Child Protection and Safeguarding Governor who will take a lead role in monitoring safeguarding on behalf of the LAB. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor.

14.4.3.5 Looked After Children

- Ensure the Academy has a named Designated Teacher for Looked After Children.
- To appoint a designated LAC Governor who will take a lead role in monitoring provision for LAC pupils on behalf of the LAB.
- Monitor and evaluate the effectiveness of provision for Children Looked After.

14.4.3.6 Special Educational Needs and Disabilities

- Monitor and evaluate the effectiveness of provision for the welfare of children with special educational needs and disabilities, and to review and approve a SEND policy and ensure this is published on the Academy's website. To review annually.
- Ensure the academy effectively implements strategies for inclusion.
- To appoint a designated SEND Governor who will take a lead role in monitoring provision for SEND pupils on behalf of the LAB. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor

14.4.3.7 Pupil Welfare

- Developing and approving a behaviour policy based on Trust guidelines.
- Reviewing pastoral support systems within the Academy.

14.4.3.8 Health & Safety

- Accepting the Health and Safety Policy approved by the Trustees.
- Ensuring that the Academy meets all relevant health and safety legislation.
- Reviewing and monitoring any reports provided by the Trust Compliance Lead/COO
- Reviewing and monitoring actions arising from any audits undertaken by external providers as part of the Trust Compliance framework/Internal Scrutiny programme.
- Ensure accidents and near misses are correctly logged and reported as required.
- Where the Academy provides lunches, to ensure they meet the DfE standards and complies with the Trust's Catering Development Plan, including nutritional standards and allergens procedures.
- To ensure the Academy has a named Educational Visits Co-ordinator.
- To monitor and evaluate the implementation of the Educational Visits Policy including approval of all visits through the on-line EVOLVE system, ensuring financial delegations are followed.

14.4.3.9 Financial Oversight

- All aspects of financial oversight for an Academy with a LAB are delegated by the Trust Board to the Finance and Risk Committee.

14.4.3.10 Estates and IT Management

- Note and review the Academy estates and IT plans for the academic year, having particular regard to the requirements of Health and Safety Regulations.
- To receive appropriate reports on the Academy estate and IT, and monitor the impact on education and learning.
- Note and review any requirements emerging from external H&S, Fire or other estates/IT compliance audits and ensure any remedial actions are completed.
- Support the leadership team annual statement of priorities for estates linked to curriculum needs including IT maintenance and development for approval by the Trust Board.

14.4.3.11 Governance

- To support Trustees by understanding the Scheme of Delegation and associated Governance documentation, including Skills Audit, Code of Conduct etc.

14.4.3.12 Staffing

- Monitor local HR activity and policy
- The CEO will advise the LAB about all matters concerning remuneration.
- The LAB may review and ratify remuneration for all staff (excluding the Principal and the senior team) working with school leadership and in consultation with the CEO within bands agreed by the Trust Remuneration Committee
- The performance review, performance management of the Principal and senior team will be reviewed by Governors and the CEO who holds delegated authority from the Trust Board, in accordance with the Trust's Performance Review Policy.
- The remuneration of the Principal and senior team will be reviewed by the Trust Remuneration Committee in accordance with the Trust's Pay Policy.

14.5 Disputes

- Any disagreement within the LAB must be resolved at Trust Board level. The Trust Governance Professional should be consulted.

14.6 Administration

- The Principal will provide a written report providing an update on the Academy to each meeting of the LAB (excluding special meetings).
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the LAB, the signed minutes of every such meeting and any report, document or other paper considered are made available to Governors via the Trust Governance Portal (and in hard copy by request), where possible at least 7 calendar days in advance of the meeting.
- Arrangements for minutes of any LAB meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the LAB and Trustees within 2 weeks of them being made available.

14.6 Administration (continued)

- At every meeting of the LAB, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Governors present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- Minutes will be stored for at least seven years in line with legal requirements.
- The agenda plans will be agreed each year in line with the LABs overarching responsibilities outlined above.
- The Chair of the LAB shall send a standardised formal report via the Principal to the Standards Committee for review as a standing item.
- The Chair of the LAB shall send any queries to the Trust Board via the meeting Clerk or Trust Governance Professional

14.7 Review

Date of last review: September 2023

Date of next review: September 2024

Governance Portal:

governance.leodis.org.uk

Email:

info@leodis.org.uk