

# Scheme of Delegation



Leodis  
Academies  
Trust

November 2024



Blackgates  
Primary Academy



East Ardsley  
Primary Academy



Hill Top  
Primary Academy



Westerton  
Primary Academy



Woodkirk  
Academy  
& Sixth Form

# Table of Contents

	Section title	Page
1.	Introduction	2
2.	Legal and Administrative Details	3
3.	Our Academies	4
4.	Governance Structure	4
5.	Governance Culture and Engagement	5
6.	Governance of the Academy Trust	9
7.	Strategy	10
8.	Non-executive Leadership	11
9.	Executive Leadership	19
10.	Accountability	20
11.	Compliance	21

	Section title	Page
12.	Statutory Policies for Trusts	21
13.	Governance Information	22
14.	Scheme of Delegation Chart	24
15.	Delegated Levels of Financial Authority	34
16.	Terms of Reference Trust Board	37
17.	Terms of Reference Standards Committee	42
18.	Terms of Reference Finance & Risk Committee	48
19.	Terms of Reference Remuneration Committee	55
20.	Terms of Reference Local Committee: LC	60
21.	Terms of Reference Local Committee (Advisory): LCA	71

# 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 Academy Trust Governance Guide (Department for Education, March 2025)  
[Governance in Academy Trusts - Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/governance-in-academy-trusts)

The Academy Trust Handbook 2024 (Department for Education, June 2025)  
[Academy Trust Handbook - Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/academy-trust-handbook)

Leodis Academies Trust Memorandum and Articles of Association  
[Trust Documents — Leodis Academies Trust](#)

Leodis Academies Trust Funding Agreement  
[Trust Documents — Leodis Academies Trust](#)

As part of the guidance on Commissioning High Quality Trusts, the Department for Education (DfE) published 5 pillars of Academy Trust quality. The Trust Quality Descriptors cover:

- High-quality and inclusive education.
- School improvement.
- Workforce.
- Finance and operations.
- Governance and leadership.

This Scheme of Delegation has been structured around the Governance and Leadership pillar.

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 Academies



**Blackgates**  
Primary Academy



**East Ardsley**  
Primary Academy



**Hill Top**  
Primary Academy

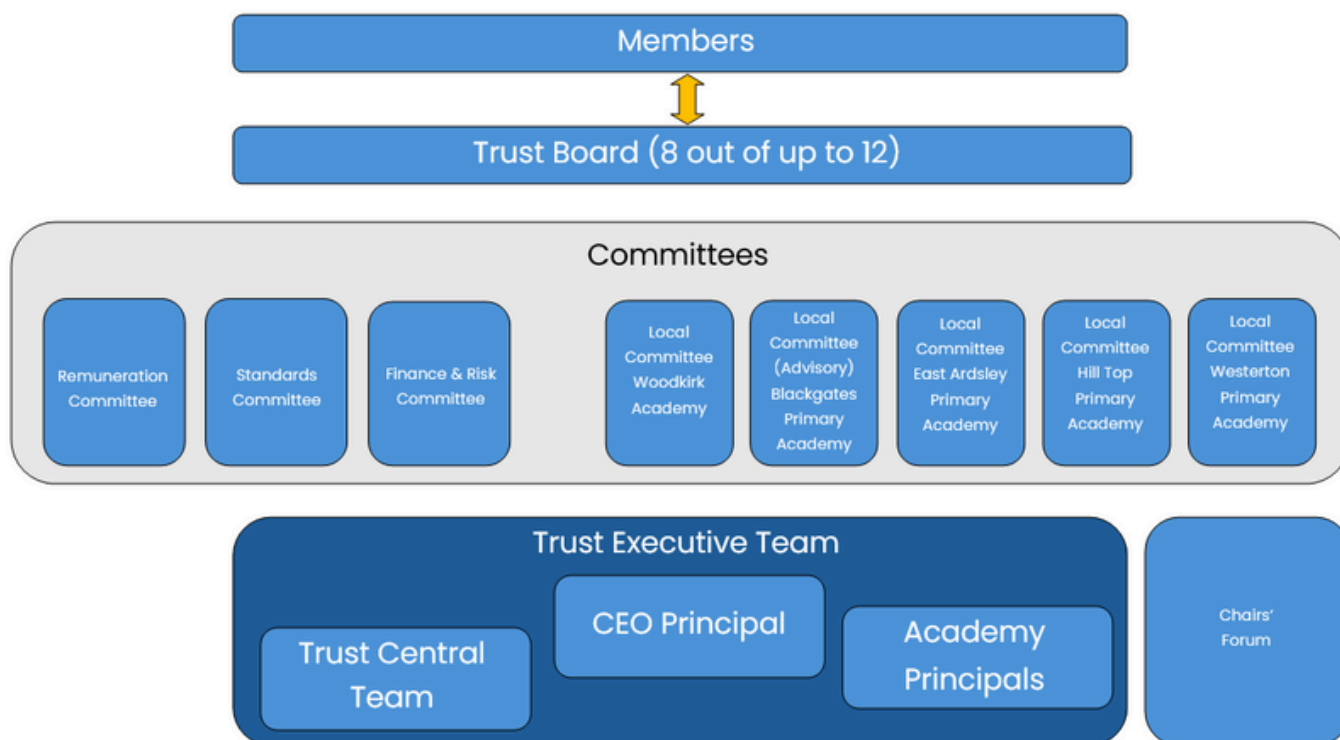


**Westerton**  
Primary Academy



**Woodkirk**  
Academy  
& Sixth Form

### 4. Governance Structure



# 5. Governance Culture and Engagement

## 5.1 Culture

The Trust Board and Executive Leadership Team anchor the Trust's strategy in the needs of its academies the communities they serve and the wider educational system in line with its charitable objects. The Trust Board, Accounting Officer and Executive Leadership Team create a culture of ethical leadership, and follow the Seven Principles of Public Life, also known as the 'Nolan Principals' - see Section 5.3.

## 5.2 Engagement

The Trust Board oversees strategic relationships with external stakeholders, including the involvement of parents, academies and communities.

## 5.3 Establishing a Positive Culture

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](http://www.gov.uk/government/publications/the-7-principles-of-public-life).

### 5.3.1. A Collaborative Culture

Where a trust collaborates with another trust, it must ensure that their collaboration does not impact on:

- The Trusts' governance.
- Intervention.
- Financial transparency.
- The accountability relationship between the Trusts and DfE.

These arrangements must be compatible with the duties of charity Trustees, which are explained in the Charity Commission's guidance [the essential Trustee: what you need to know, what you need to do](#).

Trusts may collaborate informally with maintained academies but must not share governance arrangements and form formal committees.

### 5.3.2. Trust Conduct and Behaviour

Effective Boards create and maintain a Code of Conduct.

Breaching this Code of Conduct could result in the Trust removing a Trustee or individual on a committee, including a local committee.

Please refer to the Leodis Academies Trust Governance Code of Conduct for further guidance.

### 5.3.3. Equality, Diversity and Inclusion

Equality, diversity and inclusion should be an integral part of the Trust Board's strategy and business plans. It is important that this includes not just legal or regulatory obligations but also how Equality, Diversity and Inclusion is championed and embedded throughout the Academy Trust.

Trusts must abide by the Equality Act 2010. It applies to all Trusts as providers of education to their pupils and to those who have applied for admission as pupils. Where the Trust Board is also the employer, it must also be aware of its responsibilities under the Equality Act.

Under the Public sector equality duty (PSED) Boards must have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advancing equality of opportunity between people who share a protected characteristic and those who do not.
- Fostering good relations between people who share a protected characteristic and those who do not.

Boards must:

- Ensure equality objectives are published and that they can demonstrate compliance with the PSED.
- Comply with the duty to make reasonable adjustments to help alleviate any substantial disadvantage to a disabled person, which will vary in each case.

Please refer to the Trust Diversity, Equality and Inclusion Policy.

### 5.3.4. Being Transparent About Governance

The Trust must be transparent with its governance arrangements. Openness about governance arrangements and decisions helps parents, carers and wider communities understand and navigate the Trust and creates a relationship based on Trust.



### 5.3.5. Get Information About Schools (GIAS)

The DfE has a national database of Governors and Trustees (GIAS). This database allows DfE to identify individuals who have a role in governance and helps Boards to identify where people govern in more than one Trust, academy or school.

When collecting information from Trustees and Local Governors, they will need to be made aware:

- That it will be shared with DfE.
- Of the reasons why the information is being collected.
- Of the purpose for which it will be used.

The collected information will be encrypted and held securely by DfE. Access to this information is restricted to a small number of users who need it to fulfil their official responsibilities.

## 5.4 Engaging with Stakeholders

The Trust Board oversees strategic relationships with:

- Parents.
- The Trust's community.

This creates a sense of Trust and shared ownership.

The Trust Board ensures that the Trust puts the systems in place to regularly:

- Seek and consider the views of parents, carers and communities – helping them to understand the structure of the Trust, how it operates and how they can support their child's education and put forward their views.
- Listen and respond to parents and carers, pupils, staff, local communities and employers and capture how their views have informed the Trust Board's decision-making.
- Communicate decisions clearly to pupils, parents and carers, staff and communities
- The Trust Board is responsible for assuring this process.

# 6. Governance of the Academy Trust

## 6.1 The Purpose of Governance

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

The Trust Board has collective accountability and strategic responsibility for the Trust. It has a focus on ensuring that the Trust delivers an excellent education to pupils and students while maintaining effective financial management and must ensure compliance with:

- The Trust's charitable objects.
- Regulatory, contractual and statutory requirements.
- Their funding agreement.

The Trust Board also has:

- Strategic and statutory responsibility for safeguarding and special educational needs and disabilities (SEND) arrangements within (and across the Academy Trust ensuring the promotion of pupil welfare and for keeping their estates safe and well-maintained.
- A role in making sure that it delivers its commitment to other schools and academies, however it is done.
- The Leodis Academies Trust Articles of Association details this further.

## 6.2 Capturing the Purpose and Regulations of the Trust: Articles of Association

Articles of Association set out a framework for establishing Academy Trust governance structures including:

- Appointing and removing Trust Members and Trustees.
- Establishing Committees.

The Trust must comply with the requirements set out in their Articles of Association as a condition of their funding agreement with the Secretary of State and is required by charity law.

## 6.3 Building an Effective and Diverse Board

A diverse Board reflects, as a minimum, the diversity of the community or communities that the Trust serves. This provides:

- Diverse role models for staff and young people.
- A variety of skills, experiences, qualifications, characteristics, perspectives and backgrounds.

It also prevents the Trust Board being dominated by one perspective and promotes:

- An inclusive environment.
- Open debate informed by a range of voices and views.
- Effective decision making.

The DfE encourage Boards to collect and publish diversity information about the Trust Board and any local committees. Trustees and governors can opt out of sharing their information, including protected characteristics, at any time.

# 7. Strategy

## 7.1 Setting and Implementing a Clear Strategy for the Trust.

The chair leads the Trust Board to set and champion a clear strategy for the Trust, which aligns with the Trust's charitable objects.

The Trust Board and the CEO review progress rigourously to ensure strategic alignment and effective implementation.

The Trust Board support in:

- Setting the strategy.
- Championing the strategy.
- Periodically reviewing the strategy.

## 8. Non-Executive Leadership

The Trust has a high performing governance structure where Trustees and other non-executive leaders have the expertise to fulfil their functions effectively, with representation that reduces biases in decision-making.

The Trust Board accesses independent insight from internal and external audits, reviews of governance arrangements and other forms of expert advice.

The Trust provides a Board induction, training and review, and supports effective succession planning by building a pipeline of future Trustees and committee members, with a focus on promoting diversity of thought and experience.

### 8.1 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 Trust 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.

No more than 19.9% of members can be Local Authority Associated People (LAAPs).

## 8.2 The Trust Board

The Trust Board is the legal entity of the Academy Trust and is accountable and responsible for all the academies equally.

The Trust Board must provide members with sufficient information to enable them to assure themselves that the Trust Board is exercising effective governance.

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.

The Trust Board must comply with the following duties under charity law:

- Ensure the charity is carrying out its purposes for the public benefit.
- Comply with the charity's governing document and the law.
- Act in the charity's best interests.
- Manage the charity's resources.
- Act with reasonable care and skill.
- Ensure the charity is accountable.

The Trust Board must also comply with their statutory duties as company directors, which are described in Chapter 2 of the Companies Act 2006, and are broadly to:

- Act within their powers.
- Promote the success of the company.
- Exercise independent judgement.
- Exercise reasonable care, skill and diligence.
- Avoid conflicts of interest.
- Not to accept benefits from third parties.
- Declare any interest in proposed transactions or arrangements.

The full responsibilities and Terms of Reference are outlined in section 16.

## 8.3 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. The Trust Board has the following Committees:

### 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 an LCA.

### 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 LC/LCA. 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 LC/LCA), Working Party or Panel if required.

This Scheme of Delegation sets out the powers that both the Trust Board's Committees (including LC/LCA) and the CEO may exercise on behalf of the Trustees.

This Scheme of Delegation is supported by Terms of Reference for each Committee.

## 8.4 Local Committees (LC)

Each academy has a LC 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 LC, in line with this Scheme of Delegation, and the terms of reference detailed in section 20.1, in the following areas:

- Vision, ethos, strategy, culture and values.
- Educational performance.
- Compliance with statutory guidance and Trust recommendations:
  - Admissions.
  - Policy and procedure management.
  - Website management.
  - School operations.
  - Risk management.
  - Conflicts of interest.
  - Equalities legislation.
  - Safeguarding.
  - Looked after children.
  - SEND (Special Educational Needs and Disabilities).
  - Pupil welfare.
  - Health and Safety.
  - Financial oversight.
  - Estates and IT management.
  - Governance.
  - Staffing.

LCs are appointed by the Trust Board, and so no delegations can be removed at any time.

The Trust Board delegates the responsibility for parent representation to the LC/LCA and therefore there must be two Parent Governors on each LC/LCA, elected in line with the Articles of Association and DfE Governance Handbook.

## 8.5 Local Committee (Advisory): LCA

In some circumstances (for example the sponsorship of an academy), the Trust Board may decide that a LCA would be a more appropriate committee, at local level.

In practice, the responsibilities of a LCA do not differ greatly to a LC. However, it would operate with a higher level of support and direction from the Trust Board and Executive Team and external partners .

## **8.5 Local Committee (Advisory) - LCA continued.**

The Trust Board appoints the CEO to be an Ex Officio Governor on a LCA.

In addition, there may be an increased frequency of calendared meetings.

The LCA does not have financial oversight for the academy. This Trust Board delegates this responsibility to the Finance & Risk Committee.

After an identified period of support, the Trust Board may decide that the LCA would become a LC.

## **8.6 Specific Roles of the Trust Board**

### **8.6.1 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 with a focus on continuous improvement.

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, ensuring that Trustees:

- Understand what is expected of them and are committed to their role.
- Contribute to their relevant skills, knowledge and experience.
- Participate constructively in meeting and display the behaviours expected of them.
- Are actively involved in the work of any committees.
- Receive appropriate induction, training and development.



### **8.6.1 Chair/Vice-Chair of Trustees (continued)**

With support from the Members and the wider 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 Chair can be a shared role, but cannot be an employee of the Trust.

A Chair will not act alone in conducting the functions of the Trust Board unless approved to do so by the Trust Board, and only in circumstances where delegation to an individual is permitted. Delegated decisions taken by the Chair should be reported to the Trustees as soon as possible and recorded in Board minutes.

The Vice-Chair supports the Chair in their role, deputising when needed/appropriate.

### **8.6.2 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.

### **8.6.3 Chair of Governors (LC/LCA)**

The Chair plays a significant role, with responsibility for leading the LC/LCA and for convening and chairing meetings.

As the main link between the LC/LCA 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 LCA, this will be supported by the CEO.

The Chair is responsible for promoting the development of the LC as a whole.

### **8.6.3 Chair of Governors (LC/LCA) continued**

With support from the Trust, they play a key role identifying skills gaps needed to ensure succession planning of the LC/LCA.

They also ensure that the LC/LCA 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.

### **8.6.4 LC/LCA 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.

### **8.6.5 The Governance Professional**

Boards must have a Governance Professional, who is someone other than a Trustee, Principal or Senior Executive Leader (CEO) of the Trust. The Trust Board has delegated responsibility for governance admin to the Chief Operating Officer who 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.

The Trust Board has delegated responsibility for governance administration to the Chief Operating Officer, who is the Governance Professional.

The Trust Board determines clerking arrangements for its meetings and committees. The Chief Operating Officer will therefore ensure a Clerk is appointed for every LC/LCA meeting or panel.

### **8.6.5 The Governance Professional continued**

The role of the Governance Professional is to:

- Provide independent governance advice, guidance and effective administrative support to the Trust Board.
- Support the Trust Board to meet high standards of governance, including fulfilling legal or regulatory requirements and decision-making.
- Help the Trust Board to understand its role and legal duties.
- Support the Chair to facilitate throughout the governance structure, including between the Trust Board, its committees including local committees and members.

It is the Trust Board's responsibility to ensure that Governance Professional receives appropriate remuneration for their governance role, reflective of their skills, experience and advice they bring to the Trust Board.

# 9. Executive Leadership

## 9.1 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.

## 9.2 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 Trust Board and its Committees.

The CEO is accountable to the Trust Board for the performance of the Executive Team.

## 9.3 Principal

- The Principal is responsible for the day-to-day management of the academy.
- The Principal produces reports, in standard Trust formats, for the LC/LCA (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 LC/LCA.

# 10. Accountability

## 10.1 How Accountability and Assurance Help to Deliver the Trust's strategy.

The Trust Board holds the executive leadership team to account for the effective implementation of the Trust strategy and operations plan, including in relation to the use of resources and the drivers of impact.

The Trust Board assures itself that:

- Of the integrity of financial information.
- That there are robust risk controls and risk management systems.
- That there is compliance with regulatory, contractual, and statutory requirements, including safeguarding.

The Trust Board agrees:

- The annual operating plan and budget for the Trust, which delivers on the Trust's strategy.
- Metrics and process by which progress will be assessed.

The Trust Board will:

- Ensure they have strategic oversight and accountability.
- Seek accountability for educational performance.
- Seek accountability for financial performance.
- Have oversight of Risk Management and Assurance.
- Manage Conflicts of Interest.
- Have oversight of Related Party transactions.
- Have awareness of the legal liability of the Trust Board.

# 11. Compliance

## 11.1 Information, Guidance and Resources

The Trust Board have oversight on the following key areas, of which the Trust must follow statutory guidance:

- Admissions.
- Attendance.
- Complaints.
- Education.
- Equality, Diversity and Inclusion.
- Funding and Finances.
- Health and Safety.
- Inspections.
- Politically impartiality.
- Protecting and sharing information.
- Safeguarding and Pupil Welfare.
- Pupil Behaviour.
- Schools causing concern.
- School day and school year.
- Management of Academy Premises.
- Control and Community Use of Academy Premises.
- School Uniform.
- Staffing.
- Whistleblowing.

## 12. Statutory Policies for Trusts

The Trust Board remains accountable for ensuring that Trusts have statutory policies and procedures in place and that these are updated, approved and published in the advised timeframes.

# 13. Governance Information

## 13.1 Terms of Office

The term of office for Trustees is set out in the Articles of Association.

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 LC/LCA 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.

Where the Senior Executive Leader has been appointed to the Trust Board (ex-officio) the limits do not apply. If they leave their employment, they will no longer hold the Trustee role.

## 13.2 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 academy.

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 academy.

## 13.2 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 LC/LCA.

Any Staff Member shall automatically cease to hold office if he/she ceases to be employed at the academy.

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 academy. Their term of office can be fulfilled.

## 13.3 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.

## 13.4 Paying Trustees and Committee Members

Trust governance is based on the principle of voluntary service. Leodis Academies Trust are committed to maintaining and promoting this principle, including the expectation that volunteering will remain the normal practice for people who sit on local communities.



# 14. 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)	LC	LCA	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)	LC	LCA	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			

## SCHEME OF DELEGATION

Description	Action	MEMBERS	Trust Board	Trust Finance & Risk Committee	Trust Remuneration Committee	Trust Standards Committee	CEO (& EXEC TEAM)	LC	LCA	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

## SCHEME OF DELEGATION

Description	Action	MEMBERS	Trust Board	Trust FINANCE & RISK COMMITTEE	Trust REMUNERATION COMMITTEE	Trust STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LC	LCA	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			

**SCHEME OF DELEGATION**

Description	Action	MEMBERS	Trust Board	Trust FINANCE & RISK COMMITTEE	Trust REMUNERATION COMMITTEE	Trust STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LC	LCA	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
LC/LCA Chairs: Appoint/Remove	Approve, Consult, Inform, Execute		A				E	R	R	C
LC/LCA 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 LC/LCA: 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)	LC	LCA	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							
LC/LCA: 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

**SCHEME OF DELEGATION**

Description	Action	MEMBERS	Trust Board	Trust FINANCE & RISK COMMITTEE	Trust REMUNERATION COMMITTEE	Trust STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LC	LCA	PRINCIPAL
<b>STAFFING</b>										
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			
Academy 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					

**SCHEME OF DELEGATION**

Description	Action	MEMBERS	Trust Board	Trust FINANCE & RISK COMMITTEE	Trust REMUNERATION COMMITTEE	Trust STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LC	LCA	PRINCIPAL
<b>STAFFING</b>										
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



## SCHEME OF DELEGATION

Description	Action	MEMBERS	Trust Board	Trust FINANCE & RISK COMMITTEE	Trust REMUNERATION COMMITTEE	Trust STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LC	LCA	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

# SCHEME OF DELEGATION

Description	Action	MEMBERS	Trust Board	Trust FINANCE & RISK COMMITTEE	Trust REMUNERATION COMMITTEE	Trust STANDARDS COMMITTEE	CEO (& EXEC TEAM)	LC	LCA	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 LC/LCA for inclusion in Annual Accounts: Submit to Trust Board	Approve, Consult, Recommend, Execute		A		C		C	R	R	E

# 15. 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 academies 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 Committee/ Finance and Risk Committee.
	Over £20,001	Principal via Chair of Local Committee	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	CFO	Report to Local Committee
	Between £1,000 and £20,000	CEO	Report to Local Committee
	Over £20,000	CEO	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

# 16. 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.

## 16.1 Purpose

- The Trust Board (the Trust 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, is responsible for all decisions made and must retain overall control. 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.

- The Trust Board can decide whether Trustees will have a focus on certain areas to support its strategic decision-making, often referred to as link or lead Trustees. However, all Boards should have Trustees to take specific strategic oversight responsibility on behalf of the Trust Board for its:
  - Safeguarding arrangements, including its Prevent duty.
  - Special Educational Needs and disabilities (SEND) arrangements.
  - Careers education - in Trusts which contain secondary academies.
- The Trust Board should ensure that:
  - The Trust's culture and values are focused on the charitable objects and its governing documents, including any Trust deed.
  - The culture and values across the Academy Trust are embedded, ensuring that these are reflected in its policies and practices.
  - The Trust complies with the principles of ethical practice and leadership including in the delivery of training and development and by being an ethical employer.
  - They create and maintain positive relationships with Executive Leaders that encourage a professional culture across the Trust.
  - They promote a whole-Trust approach to pupil and staff well-being, safeguarding arrangements and child protection.
- In setting a positive culture, the Trust Board must:
  - Act in the best interests of the Trust.
  - Be open and ensure transparency about their decisions and actions.
  - Be prepared to explain their decisions and actions.
- An effective Trust Board also:
  - Sets and safeguards high expectations for the Trust's community, including for:
    - The expected behaviours, progress and attainment of all pupils
    - The conduct and professionalism of its staff, the Trust Board and its committee members including any local committees.
  - Achieves the best outcomes for the Trust's pupils through a full understanding of the needs of pupils, staff, parents, carers and local communities.
  - Ensures all systems, processes and policies operate with the best interests of the pupil at their centre.
- The Trust's culture must actively promote the fundamental British values of democracy, the rule of law, individual liberty and mutual respect and tolerance for those with different faiths and beliefs.

- 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 8 (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.
- Members can choose to appoint a senior executive leader as a Trustee - no other employees should sit on the Trust Board. Trustees should not occupy staff establishment roles on an unpaid voluntary basis.
- No more than 19.9% of the Trust Board's Trustees can be LAAP.
- Effective Trust Boards provide confident, strategic leadership in setting the Trust's strategy and championing it's vision and culture

## 16.2 Composition

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

### 16.2.1 Chairs and Vice-Chairs

- The Chair of Trustees is elected by Trustees with the appointment being ratified each academic year as set out in the articles of association.
- 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. This role can be a shared role but cannot be an employee.
- The ESFA must be notified in writing, via the Trust Governance Professional, should there be a resignation of the Chair.
- An effective succession plan should be in place for the Chair's position.



## 16.3 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.
- 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.

## 16.4 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).

## 16.5 Disputes

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

## 16.6 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.

## 16.7 Review

Date of last review: September 2024

Date of next review: September 2025

# 17. 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.

## 17.1 Purpose

- The main purpose of the Standards Committee is to:
  - Provide assurance to the Trust 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.

## 17.2 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.

## 17.2 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.

### 17.2.1 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.

## 17.3 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.

## 17.3 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.

## 17.4 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:

### 17.4.1 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 LC/LCA, the Trust Executive Team or external support.

### **17.4.1 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 inspections, Academy Review Days, and other external consultants, and monitor action plan implementation.

### **17.4.2 Risk Management**

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

### **17.4.3 Safeguarding, Looked After Children and Pupil Welfare**

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

### **17.4.4 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.

### **17.4.5 Equality, Diversity and Inclusion**

- Monitor Trust wide Equality, Diversity and Inclusion arrangements through the work of the Trust PD Network.

## 17.4.6 Careers Education

- Monitor the provision of careers education at secondary level through the LC/ Link Governor assigned to Personal Development and Careers.

## 17.5 Disputes

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

## 17.6 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 LC/LCA 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.

## **17.6 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.

## **17.7 Review**

Date of last review: November 2024

Date of next review: September 2025



# 18. 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.

## 18.1 Purpose

The main purpose of the Finance and Risk Committee is to provide assurance to the Trust 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 Trust 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.

## 18.1 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 Trust Board.
- to take such decisions as are devolved to it by the Trust Board - except where the Trust Board has formally delegated decision-making authority to the Committee, its role is advisory.

## 18.2 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.

### 18.2.1 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.

## 18.3 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.

## 18.4 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.

## 18.4 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:

### 18.4.1 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 academies and/or those with an LCA.
- Ensure robustness in benchmarking and Trust wide value for money.
- Review Business Cases for decision or recommendation to the Trust Board as appropriate.

### **18.4.1 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)

### **18.4.2 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.

### **18.4.3 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.

### 18.4.4 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.

## 18.5 Disputes

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

## 18.6 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.

## 18.6 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.

## 18.7 Review

Date of last review: September 2024

Date of next review: September 2025

# 19. 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.

## 19.1 Purpose

This Committee maintains an oversight of the Trust's approach to remuneration and pay. The Committee **no longer** approves pay progression for the Executive Team and Academy Senior Leaders **due to changes in School Teachers' Pay and Conditions Document (STPCD) made by the School Teachers' Review Board (STRB).** **following The Committee still approves** Performance Management reviews **and subsequent recommendations to the Committee.** The Committee has oversight of all remuneration related activities, including national pay recommendations.

## 19.2 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 **or ex 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.**



### 19.2.1 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.

### 19.3 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.
- 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

## 19.4 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.

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 Note that** 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 pay** 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.**

## 19.4 Delegations (continued)

- 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 pay 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.

### 19.4.1 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 this delegation would need to be approved by the Trust Board.

## 19.5 Disputes

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

## 19.6 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.
- 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.

## 19.7 Review

Date of last review: November 2024

Date of next review: November 2025

## 20. Terms of Reference Local Committee: LC

- 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 (LC) 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.

### 20.1 Purpose

- The role of the LC is to carry the Trust vision, policies, and priorities forward, based on the specific qualities and community characteristics of each academy. The Governors are expected to question and challenge academy 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 (SDP) addresses the identified areas for improvement.
- The LC 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) and Pupil Premium. Additional roles should include: Quality of Education; Behaviour and Attitude; Leadership and Management; Staffing/ Staff Wellbeing; EYFS (Early Years Foundation Stage); and Personal Development/ Careers.
- The LC 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. However, roles are reviewed by the Committee on an annual basis.

## 20.1 Purpose (continued)

- The LC may hold appropriate Panels as appropriate, in-line with Trust Policies. These may include Complaints, Disciplinary & Grievance and other HR panels as required. They may also have Attendance and Suspension/ Exclusion review meetings, as requested. Advice should be sought from the Trust Governance Professional in relation to any Panels and Review Meetings.
- The LC are appointed by the Trust Board, and so delegations can be removed at any time.
- The LC 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.

## 20.2 Composition

- The composition of the LC shall be determined by Trustees base on the requirement of the academy setting.
- In most cases, the LC will comprise of 9 Governors:
  - The Principal of the Academy Ex-Officio.
  - 2 Parent Governors.
  - 1 Staff Governor.
  - 5 Trust appointed Governors.
- Trust Representatives, including members of the Executive Team, may be in attendance.
- As the Trust Board delegates the responsibility for parent representation to the LC/LCA and therefore there must be two Parent Governors on each LC/LCA, 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.
- Employees of the Trust must not exceed 33% of the LC unless this is due to exceptional circumstances as agreed by the Trust Board. The Principal and CEO Principal can be removed from this ratio in their Ex-Officio capacity.
- All Governor appointments/elections are subject to ratification by Trustees.

### **20.2.1 Chairs and Vice-Chairs**

- The Chair of the Committee shall be appointed annually by the Trust Board following recommendation from the LC.
- The LC 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. Where this is not possible (a) Trustee(s) may undertake this role in the interim.
- 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.

### **20.2.2 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 academy, any pupil at the academy, or their parent, or a person who works at the academy, the Chair may exercise any function of the LC. 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. In some circumstances this delegation may be undertaken directly by the Trust Board.
- Decisions of this nature should be recorded via the Trust Governance Professional.

## **20.3 Meetings**

- LC Meetings will take place at least four times a year and will precede main Trust Board meetings where possible.
- There is no quorum for meetings but the Chair/Co-Chair or Vice Chair must be present, unless a Trustee has agreed to attend in place of the Chair/ Vice Chair.

## 20.3 Meetings continued.

- A special meeting of the LC 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, including the Academy Principal or CEO Principal, who is also an employee of the Trust shall withdraw from that part of any meeting of the LC 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 LC 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 LC 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.

## 20.4 Delegations

- The Trustees delegate the oversight of the running of the academy to the LC and specifically the following duties:



## **20.4 Delegations 2024/24 continued**

### **20.4.1 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 academy 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.

### **20.4.2 Educational Performance**

The LC 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 academy performance tables and academy inspection data summary report (ISDR) to support governors in monitoring priorities and outcomes for pupils.
- Monitoring and evaluating assessment and target setting procedures to ensure that all groups of children, including the most vulnerable and high achievers, including SEND and diversity, make good progress.

## 20.4.2 Educational Performance (continued)

- 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.
- Reviewing and implementing the Careers and Information Guidance curriculum policies, 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.
- Monitoring the impact of Pupil Premium and Sports Premium expenditure.

## **20.4.3 Compliance with Statutory Guidance and Trust Recommendations**

### **20.4.3.1 Admissions**

- Implement agreed admissions arrangements.
- Ensure all academies requests follow the agreed admission protocols.
- Ensure the academy is represented at all admissions appeals.
- Ensure that the Trust approach is following for any other admissions requests (flexible schooling, out of year requests, etc.)

### **20.4.3.2 Policy and Procedure Management**

- Ensure all Trust policies are implemented at their academy.
- Ensure that the Trust procedures are followed for all aspects of statutory compliance complaints and appeals.

### **20.4.3.3 Academy Website Management**

The Trustees delegate the following to the LC:

- Ensure academy specific policies, publications and website content are compliant with statutory DfE guidance and financial regulations in line with Trust recommendations.

### **20.4.3.4 School Operations**

- Ensure that the Trust agreed term days and academy day information is communicated to parents and staff.

### **20.4.3.5 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.

### **20.4.3.6 Conflicts of Interest**

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

### **20.4.3.7 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.

## **20.4.3 Compliance with Statutory Guidance and Trust Recommendations continued.**

### **20.4.3.8 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 LC. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor.

### **20.4.3.9 Looked After Children (LAC)**

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

### **20.4.3.10 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 LC. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor.

#### **20.4.3.11 Pupil Welfare**

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

#### **20.4.3.12 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.

#### **20.4.3.13 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 academy leadership to account for achieving value for money.

**20.4.3.14 Financial Oversight continued.**

- 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 LC.
- Monitor the impact of all DfE grants e.g., pupil premium, PE and 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.

**20.4.3.15 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 Health and Safety, 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.

**20.4.3.16 Governance**

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

**20.4.3.12 Staffing**

- Monitor local HR activity and policy.
- The CEO will advise the LC about all matters concerning remuneration.
- The LC may review and ratify remuneration for all staff (excluding the Principal and the senior team) working with academy 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.

## 20.5 Disputes

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

## 20.6 Administration

- The Principal will provide a written report providing an update on the academy to each meeting of the LC (excluding special meetings).
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the LC, 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 LC meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the LC and Trustees within 2 weeks of them being made available.
- At every meeting of the LC, 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 ratified as a true record in the minutes.
- 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 LCs overarching responsibilities outlined above.
- The Chair of the LC shall send a standardised formal report via the Principal to the Standards Committee for review as a standing item.
- The Standards Proforma will be completed and returned to the Clerk following the Local Committee meeting.
- The Chair of the LC shall send any queries to the Trust Board via the meeting clerk or Trust Governance Professional.

## 20.7 Review

Date of last review: November 2024

Date of next review: September 2025

# 21. Terms of Reference

## Local Committee (Advisory): LCA

- 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 (LCA) 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.

### 21.1 Purpose

- The role of the LCA is to carry the Trust vision, policies, and priorities forward, based on the specific qualities and community characteristics of each academy. The Governors are expected to question and challenge academy 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 (SDP) addresses the identified areas for improvement.
- The LCA 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) and Pupil Premium. Additional roles should include: Quality of Education; Behaviour and Attitude; Leadership and Management; Staffing/ Staff Wellbeing; EYFS (Early Years Foundation Stage); and Personal Development/ Careers.
- The LCA 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. However, roles are reviewed by the Committee on an annual basis.



## 21.1 Purpose (continued)

- The LCA may hold appropriate Panels as appropriate, in-line with Trust Policies. These may include Complaints, Disciplinary & Grievance and other HR panels as required. They may also have Attendance and Suspension/ Exclusion review meetings, as requested. Advice should be sought from the Trust Governance Professional in relation to any Panels and Review Meetings.
- The LCA are appointed by the Trust Board, and so delegations can be removed at any time.
- The LCA 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.

## 21.2 Composition

- The composition of the LCA shall be determined by Trustees base on the requirement of the academy setting.
- In most cases, the LCA 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.
- Trust Representatives, including members of the Executive Team, may be in attendance.
- As the Trust Board delegates the responsibility for parent representation to the LCA and therefore there must be two Parent Governors on each LCA, 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.
- Employees of the Trust must not exceed 33% of the LCA unless this is due to exceptional circumstances as agreed by the Trust Board. The Principal and CEO Principal can be removed from this ratio in their Ex-Officio capacity.
- All Governor appointments/elections are subject to ratification by Trustees.

### **21.2.1 Chairs and Vice-Chairs**

- The Chair of the Committee shall be appointed annually by the Trust Board following recommendation from the LCA.
- The LCA 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. Where this is not possible (a) Trustee(s) may undertake this role in the interim.
- 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.

### **21.2.2 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 academy, any pupil at the academy, or their parent, or a person who works at the academy, the Chair may exercise any function of the LCA. 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. In some circumstances this delegation may be undertaken directly by the Trust Board.
- Decisions of this nature should be recorded via the Trust Governance Professional.

## **21.3 Meetings**

- LCA Meetings will take place at least four times a year and will precede main Trust Board meetings where possible.
- There is no quorum for meetings but the Chair/Co-Chair or Vice Chair must be present, unless a Trustee has agreed to attend in place of the Chair/ Vice Chair.

## 21.3 Meetings continued.

- A special meeting of the LCA 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, including the Academy Principal or CEO Principal, who is also an employee of the Trust shall withdraw from that part of any meeting of the LCA 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 LCA 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 LCA 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.

## 21.4 Delegations

- The Trustees delegate the oversight of the running of the academy to the LCA and specifically the following duties:

## **21.4 Delegations 2024/24 continued**

### **21.4.1 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 academy 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.

### **21.4.2 Educational Performance**

The LCA 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 academy performance tables and academy inspection data summary report (ISDR) to support governors in monitoring priorities and outcomes for pupils.
- Monitoring and evaluating assessment and target setting procedures to ensure that all groups of children, including the most vulnerable and high achievers, including SEND and diversity, make good progress.

## 21.4.2 Educational Performance (continued)

- 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.
- Reviewing and implementing the Careers and Information Guidance curriculum policies, 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.
- Monitoring the impact of Pupil Premium and Sports Premium expenditure.

## **21.4.3 Compliance with Statutory Guidance and Trust Recommendations**

### **21.4.3.1 Admissions**

- Implement agreed admissions arrangements.
- Ensure all academies requests follow the agreed admission protocols.
- Ensure the academy is represented at all admissions appeals.
- Ensure that the Trust approach is following for any other admissions requests (flexible schooling, out of year requests, etc.)

### **21.4.3.2 Policy and Procedure Management**

- Ensure all Trust policies are implemented at their academy.
- Ensure that the Trust procedures are followed for all aspects of statutory compliance complaints and appeals.

### **21.4.3.3 Academy Website Management**

The Trustees delegate the following to the LCA:

- Ensure academy specific policies, publications and website content are compliant with statutory DfE guidance and financial regulations in line with Trust recommendations.

### **21.4.3.4 School Operations**

- Ensure that the Trust agreed term days and academy day information is communicated to parents and staff.

### **21.4.3.5 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.

### **21.4.3.6 Conflicts of Interest**

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

### **21.4.3.7 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.

## **21.4.3 Compliance with Statutory Guidance and Trust Recommendations continued.**

### **21.4.3.8 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 LCA. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor.

### **21.4.3.9 Looked After Children (LAC)**

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

### **21.4.3.10 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 LCA. It is expected that the appointed Governor will retain the designation for the remainder of their term of office as a Governor.

**21.4.3.11 Pupil Welfare**

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

**21.4.3.12 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.

**21.4.3.13 Financial Oversight**

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



### **221.4.3.15 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 Health and Safety, 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.

### **21.4.3.16 Governance**

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

### **21.4.3.12 Staffing**

- Monitor local HR activity and policy.
- The CEO will advise the LCA about all matters concerning remuneration.
- The LCA may review and ratify remuneration for all staff (excluding the Principal and the senior team) working with academy 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.

## **21.5 Disputes**

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

## 21.6 Administration

- The Principal will provide a written report providing an update on the academy to each meeting of the LCA (excluding special meetings).
- The Trust Governance Professional shall ensure that a copy of the agenda for every meeting of the LCA, 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 LCA meeting to be taken will be made by the Trust Governance Professional.
- The Chair will approve minutes for circulation to the LCA and Trustees within 2 weeks of them being made available.
- At every meeting of the LCA, 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 ratified as a true record in the minutes.
- 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 LCAs overarching responsibilities outlined above.
- The Chair of the LCA shall send a standardised formal report via the Principal to the Standards Committee for review as a standing item.
- The Standards Proforma will be completed and returned to the Clerk following the Local Committee meeting.
- The Chair of the LCA shall send any queries to the Trust Board via the meeting clerk or Trust Governance Professional.

## 21.7 Review

Date of last review: November 2024

Date of next review: September 2025

Governance Portal:  
[governance.leodis.org.uk](http://governance.leodis.org.uk)

Email:  
[info@leodis.org.uk](mailto:info@leodis.org.uk)



Leodis  
Academies  
Trust



Blackgates  
Primary Academy



East Ardsley  
Primary Academy



Hill Top  
Primary Academy



Westerton  
Primary Academy



Woodkirk  
Academy  
& Sixth Form