



Tove Learning Trust (the Trust)

Committee Terms of Reference

Introduction

As a charity and company limited by guarantee, the Trust is governed by a board of trustees (the Board) who have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies maintained by the Trust (the Academies and each an Academy or School).

In order to support the effective operation of the Trust and the Academies, the Board has established a number of committees to which it has delegated certain of its powers and functions. These terms of reference (Terms of Reference) set out the constitution, membership and proceedings of the committees the Board has established.

In summary, the Board has established two different types of committee:

- main Board committees which are established to deal with Trust-wide matters such as audit, finance, pay and performance management (Board Committees); and
- local governing bodies (LGBs) which are established by the Board to support the effective operation of the Academies.

Together, they are the Committees.

The Board will review these Terms of References together with the membership of the Committees at least once every twelve months.

These Terms of Reference may only be amended by the Board. The functions, duties and proceedings of Committees set out in these Terms of Reference shall also be subject to any regulations made by the Board from time to time.

Date last approved by the Board: [18/05/2020]

Date for next review: [18/05/2021]

1 Establishing the Committees

1.1 The Board has resolved to establish the following Board Committees as committees of the Board:

1.1.1 Audit Committee (including audit and risk);

1.1.2 Personnel Committee (including pay, personnel and performance management committee; and

1.1.3 Finance Committee.

1.2 The Board has resolved to establish LGBs for its Academies each as a separate committee of the Board. An LGB may act in respect of two or more Academies. The current list of LGBs and the Academies they operate in respect of is set out in Appendix 1.

2 Membership – Board Committees

2.1 Each Board Committee shall have a minimum of three members and maximum of five members. A minimum of two Board Committee members must be trustees of the Trust (**Trustees**).

2.2 The Board will appoint and remove all Committee members.

2.3 The Board will ensure that Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Board Committee functions.

2.4 The current Board Committee members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 2.

2.5 The Trustees recognise the overriding principles of the Academies Financial Handbook (AFH) published by the ESFA and that the Finance Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Finance Committee the Board will adhere to the principles of the AFH and:

2.5.1 staff employed by the Trust will not be members of the Committee (other than the CEO), but may attend meetings to provide information and participate in discussions; and

2.5.2 the Trust's Accounting Officer and other relevant senior staff will routinely attend committee meetings in the capacity set out above.

3 Membership – LGBs

3.1 Each LGB operating in respect of one Academy shall, unless the Board resolve otherwise, have a minimum of five members and a maximum of nine members.

3.2 Each LGB operating in respect of two or more Academies shall, unless the Board resolve otherwise, have a minimum of five members and a maximum of eleven members.

3.3 The membership of each LGB (each a LGB Member) shall be as follows (unless the Board resolve otherwise):

- at least two parent members;
- one staff member;
- the Headteacher/Principal of the academy;
- up to four persons appointed by the Board;
- subject to paragraph 3.6, up to three other persons co-opted by members of the LGB;
- at least one member of each LGB to be a Trustee (where feasible as decided by trustees).

3.4 The current LGB Members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 2.

3.5 The Trustees shall:

3.5.1 make all necessary arrangements for, and determine all other matters relating to, an election of parent LGB Members, including any question of whether a person is a parent of a registered pupil at an Academy. Any election of a parent member which is contested shall be held by secret ballot;

3.5.2 make all necessary arrangements for, and determine all matters relating to, the election of staff LGB Members.

3.6 The LGB Members may only appoint co-opted members with the consent of the Board.

3.7 The term of office for any LGB Member shall be four years, save that this time limit shall not apply to the Headteachers/CEO. Subject to remaining eligible, any member may put themselves forward for re-appointment or re-election (as the case may be).

3.8 The CEO and other members of the Trust's management team are entitled to attend and speak at any LGB Meetings.

4 Chairs of Committees

4.1 The term **Chair** refers to the person appointed under this paragraph as chair of the relevant Board Committee or LGB (as appropriate).

4.2 Subject to paragraph 4.4, each Board Committee shall at the first meeting of each academic year elect a member to act as chair of the committee. The committee will elect a temporary replacement from among the members present at any meeting where the Chair is absent.

4.3 Subject to paragraph 4.4:

4.3.1 the Board will, after consulting with the LGB Members, appoint a LGB Member to act as Chair of the LGB;

4.3.2 the LGB Members will elect a temporary replacement from among the members present

at the meeting in the absence of the Chair.

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4.4 No person may act as Chair under paragraph 4.3 if they are an employee of the Trust. 5

Authority, remit and responsibilities of the Committees

5.1 Each Committee shall be responsible for the matters as set out in Appendix 3.

5.2 Each Committee is authorised by the Board to:

5.2.1 carry on any activity authorised by these Terms of Reference; and

5.2.2 seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co operate with any request made.

5.3 Save with the consent of the Board, the Committees may not establish sub-committees. 6

Proceedings of Committee meetings

6.1 The Board Committees will meet as often as is necessary to fulfil their responsibilities but at least three times a year. The LGBs will meet once a term either just before or just after a full Board meeting where feasible.

6.2 Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.

6.3 The quorum for the transaction of the business of a Board Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees.

6.4 The quorum for the transaction of the business of LGB shall be four LGB Members provided that that at least one of them is a LGB Member appointed by the Board (where trustees have exercised this option).

6.5 The Chief Executive Officer shall ensure that a clerk is provided to take minutes at meetings of the Board Committees.

6.6 The relevant Headteacher shall ensure that a clerk is provided to take minutes at meetings of the LGBs.

6.7 Every matter to be decided at a meeting of a Committee must be determined by a majority of the votes of the members present and voting on the matter.

6.8 Each Committee member present shall be entitled to one vote.

6.9 Where there is an equal division of votes the Chair shall have a casting vote. 6.10 A register of attendance shall be kept for each Committee meeting and published annually.

6.11 Committees may invite attendance at meetings from persons who are not Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

6.12 References in paragraph 6 to the “Chair” shall in the absence of the Chair be deemed to be references to the chair of the relevant Committee meeting.

7 Conduct of Committee members

7.1 All Committee members shall observe at all times the provisions of the Trust’s code of governance.

8 Members’ Interests

8.1 Committee members are required to declare any business or other interests in any item being discussed at a meeting.

8.2 Each Committee member, if present at a Committee meeting, disclose their interest, withdraw from the meeting and not vote on a matter if:

8.2.1 there may be a conflict between their interests and the interests of any of the Academies or the Trust;

8.2.2 there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or

8.2.3 they have a personal interest (this is where they and/or a close relative will be directly affected by the decision of the Committee in relation to that matter) in a matter.

9 Disqualification & Removal of Committee Members

9.1 A person shall be ineligible for appointment to a Committee and, if already appointed, shall immediately cease to be a member if the relevant individual:

9.1.1 is or becomes disqualified from holding office under the Trust’s Articles of Association;

9.1.2 is or becomes disqualified from holding office as a governor of a school or academy;

9.1.3 is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people;

9.1.4 is barred from any regulated activity relating to children;

9.1.5 is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;

- 9.1.6 is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974);
- 9.1.7 has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a Committee member;
- 9.1.8 refuses to an application being made to the Disclosure and Barring Services (DBS) for a criminal records check;
- 9.1.9 commits a serious breach of the Trust's code of governance or any standing order or protocol implemented by the Board;
- 9.1.10 in the case of a LGB Member, is absent without the permission of the LGB Members from all their meetings held within a period of six months and the LGB Members resolve that his office be vacated;
- 9.1.11 resigns his/her office by notice in writing to the relevant Chair;
- 9.1.12 in the case of a Headteacher, they cease to be the Headteacher;
- 9.1.13 in the case of a LGB Member, their term of office expires and they are not re appointed.
- 9.2 The Trustees shall have the right at their sole discretion to remove or suspend (on such terms as they see fit) any LGB Member by written notice to the relevant Chair.

10 Reporting Procedures

- 10.1 After each meeting, each Committee will produce minutes within 14 days and agree these at their next meeting. These minutes will be referred to as the Committee Reports.
- 10.2 The Committee Reports can be agreed by committee members by email.
- 10.3 The Committee Reports will be shared electronically with the Board through an agreed medium within 14 days of each Committee meeting.
- 10.4 Committees shall arrange for the production and delivery of such other reports or updates as requested by the Board from time to time.
- 10.5 Each Committee shall conduct an annual review of its work and the powers and functions delegated to it under these Terms of Reference and shall report the outcome and make recommendations to the Board.

Appendix 1

The Trust's LGBs (as at May 2020)

Sponne School LGB

Elizabeth Woodville School LGB

Lord Grey AIB

Rushden Academy AIB

Grace Academy Coventry AIB

Grace Academy Darlaston LGB

Grace Academy Solihull LGB

Wootton Primary School LGB

Appendix 2**The Register of Committee Members****TLT Board of Trustees**

- Mr Christopher Watt, Chair of Trustees
- Dr Jamie Clarke, CEO
- Mr Tim Foster, Trustee
- Mrs Joanne Chitty, Trustee
- Mr Thomas Schilling, Trustee
- Mr Duncan Nicholson, Trustee

TLT Audit Committee

- Mr Tim Foster, Trustee (Chair)
- Mr Thomas Schilling, Trustee
- Mr Duncan Nicholson, Trustee

TLT Personnel Committee

- Mr Christopher Watt, Chair of Trustees (Chair)
- Mrs Joanne Chitty, Trustee
- Dr Jamie Clarke, CEO

TLT Finance Committee

- Mr Christopher Watt, Chair of Trustees (Chair)
- Dr Jamie Clarke, CEO
- Mr Duncan Nicholson, Trustee

Sponne Local Governing Body

- Mrs Emma Hay, parent governor (Chair)
- Mr Iain Massey, Ex-Officio/Headteacher
- Mr Christopher Watt, Trust representative and LGB Co-opted Governor ·
Mrs Joanne Chitty, Trust representative and LGB Co-opted Governor · Mr
Peter Williams, LGB Co-opted Governor
- Mr Klaus Bond, Parent Governor
- Rev Paula Challen, Parent Governor

- Mrs Karyn Noy, Parent Governor
- Mrs Barbara Gundle, Parent Governor
- Mrs Susan Wagstaff, Staff Governor
- Mr Tom Howe, Staff Governor

Elizabeth Woodville School LGB

- Mr Jason Abbott, parent governor (Chair)
- Mrs Sharan Matharu, Ex-Officio/Headteacher
- Mrs Joanne Chitty, Trust representative and TLT appointed Governor ·
- Dr Jamie Clarke (CEO), Trust representative
- Mr David Barker, Parent Governor
- Mrs Sue Christopher, Staff Governor
- Mrs Hayley Richardson, LGB Co-opted Governor
- Mrs Melissa Scott, LGB Co-opted Governor

Lord Grey Academy Improvement Board (AIB)

- Jennie Cronin, TLT appointed AIB Governor (Chair)
- Jim Parker, Ex-Officio/Principal
- Mr Chris Watt, Trust representative and TLT appointed AIB Governor · Mr
- Thomas Schilling, Trust representative and TLT appointed AIB Governor · Mrs
- Sally LaBrooy, TLT appointed AIB Governor

Rushden Academy, Academy Improvement Board (AIB)

- Mr Tim Foster, Trust representative and TLT appointed AIB Governor (Chair) ·
- Mrs Jane Burton, Ex-Officio/Principal
- Mr Duncan Nicholson, Trust representative and TLT appointed AIB Governor ·
- Mr Rob Knell, TLT appointed AIB Governor
- Mr Chris Youngman, TLT appointed AIB Governor
- Mrs Tracey White, TLT appointed AIB Governor

GA Coventry – Academy Improvement Board (AIB)

- Christine Staley, TLT appointed AIB Governor (Chair)
- Janina Taylor, Ex-Officio/Principal
- Christopher Watt, Trust representative and TLT appointed AIB Governor

- Timothy Read, AIB Governor
- John Hughes, AIB Governor

GA Darlaston – Local Governing Body (LGB)

- Ian Baker (Chair) TLT appointed Governor
- Carl Salt, Ex-Officio/Principal
- Grant Kearns, TLT appointed Governor
- John Loach, LGB Co-opted Governor
- Tim Boxall, LGB Co-opted Governor
- Jamie Clarke (CEO), Trust representative and TLT appointed Governor ·
- Julie Anstey, Staff Governor
- Darren James, TLT Appointed Governor
- Jasbir Kaur, Parent Governor
- Stephen Mornington, Parent Governor

GA Solihull – Local Governing Body (LGB)

- Ian Baker (Chair) TLT appointed Governor
- Darren Gelder, Ex-Officio/Principal
- John Burton, TLT appointed Governor
- Phil Leivers, LGB Co-opted Governor
- Grant Kearns, TLT appointed Governor
- Kirsty Barlow, Staff Governor
- Nadeem Bashir, LGB Co-opted Governor
- Jamie Clarke (CEO), Trust representative and TLT appointed Governor ·
- VACANT, Parent Governor
- VACANT, Parent Governor

Wootton Primary School – Local Governing Body (LGB)

- Stephen Breen, Chair
- Jamie Nairn, Ex-Officio/Headteacher
- Rob Crilly, Ex-Officio/Acting Headteacher
- Jamie Clarke (CEO), Trust representative
- Sara Matthews, Parent Governor (Vice Chair)

· Christopher Weedon, Parent Governor (Vice Chair)

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· Carolyn Meachem, LGB Co-opted Governor ·

Daniel McGill, Staff Governor

· Elliot Hudson-Curran, Staff Governor ·

Lakshmi Jeffries, Community Governor ·

Karen Atkins, LGB Co-opted Governor ·

Nicola Laughton, Parent Governor

Appendix 3

Powers & Functions Delegated

Remit and Responsibilities of the Audit Committee

The powers and functions delegated by the Board to the Audit & Risk Committee are as set out below. **External Audit**

- 1 To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- 2 To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- 3 To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the members of the Trust to consider at any general meeting where the accounts are laid before members.
- 4 To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- 5 To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- 6 To review the performance of the external auditor on an annual basis.
- 7 To recommend to the Board the appointment/re-appointment of the external auditor.
- 8 To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

Internal Audit

- 9 To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
- 10 To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
- 11 To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits.

Financial Management & Policies

- 12 To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in

relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:

- critical accounting policies and practices, and any changes in them
- decisions requiring a major element of judgement
- the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
- the clarity and transparency of disclosures
- significant adjustments resulting from the audit
- the going concern assumption
- compliance with accounting standards
- compliance with DfE and legal requirements.

13 To review the Trust's policy and procedures for handling allegations from whistleblowers.

14 To review the Trust's policies and procedures for handling allegations of fraud, bribery and corruption.

15 To receive reports on the outcome of investigations of suspected or alleged impropriety.

16 To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.

17 To ensure that any significant losses are investigated and reported to the DfE/EFA where required.

18 To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.

19 To review the adequacy and robustness of risk registers.

20 To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (eg from the National Audit Office).

21 To review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.

22 To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

General

23 To review or investigate any other matters referred to the Finance Committee by the Board. 24

To draw any significant recommendations and matters of concern to the attention of the Board.

Remit and Responsibilities of the Finance Committee

The powers and functions delegated by the Board to the Finance & Operations Committee are as set out below.

Funding

- 1 To consider each of the Academies indicative funding, notified annually by the DfE/ESFA and to assess its implications for the relevant Academy, drawing any matters of significance or concern to the attention of the Board.
- 2 To review and consider each of the Academies budgets each financial year and recommend acceptance or non-acceptance of these budgets to the Board.
- 3 To receive & review the Academies strategic plans, through the consideration of financial priorities and proposals, in consultation with the relevant the Principal and the Business Manager and with the stated and agreed aims and objectives of the relevant Academy.
- 4 To receive and make recommendations on the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in each of the Academies' strategic plans.
- 5 To consider requests from the Academies and the trust for exceptional expenditure and make appropriate recommendations to the Board.
- 6 To review financial policy including consideration of long-term planning and resourcing in accordance with each of the Academies' development plans.
- 7 To manage the Reserves of the trust in line with the Reserves policy including the proposals and recommendation to the board of any short and long term investments.

Financial Scrutiny

- 8 To monitor and review income, expenditure and cashflow on a regular basis and ensure compliance with the overall financial plan for the Academies, drawing any matters of concern to the attention of the Board.
- 9 To receive and review reports from the Academies about financial transactions notifiable to the ESFA i.e. related party transactions, pecuniary interests, settlements, transactions over delegated limits.
- 10 To review the award and expenditure of grants awarded to the trust and ensure they are spent in the way that it was intended.

Financial Procedures

- 11 To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and where appropriate make recommendations for improvement.

12 To approve the financial statement that forms part of the annual report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the Academies Financial Handbook).

Property Management

13 To receive, consider and approve / decline requests from Academies about the acquisition or disposal of land, property or significant assets over the delegated authority levels.

14 To ensure that the Academies premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.

15 To monitor the expenditure of the trust's allocation of School Capital Allowance and ensure the appropriate procurement and regularity procedures are followed.

General

16 Reviewing or investigating any other relevant matters referred to the Trust Board.

17 Drawing any significant recommendations and matters of concern to the attention of the Trust Board.

Remit and Responsibilities of the Personnel Committee

The powers and functions delegated by the Board to the Personnel Committee (Pay, Personnel and Performance Management Committee) are as set out below.

Pay

1 To prepare and submit recommendations for the adoption by the Trust Board of:

- an appraisal policy; and
- a pay policy for the Academies and central staff.

2 To operate in accordance with the Trust's Appraisal policy. This includes the appraisal process for the CEO, headteachers/principals and all staff and pay determination.

3 To moderate pay decisions across the Academies.

4 A panel selected from the Committee to hear any appeal by a teacher employed at any Academy against the outcome of their threshold assessment application.

5 A panel from the Committee to hear any appeal by an employee employed at any Academy against the outcome of their appraisal.

6 To determine annually, in accordance with the School Teachers' Pay and Conditions Document the Appraisal and Pay Policies adopted by the Academy and the Academy's salaries budget, the salaries of teaching staff.

- 7 To determine annually, in accordance with the adopted Pay Policy and any appropriate regulations and agreements and within the Academies salaries budget, the salaries and gradings of support staff.
- 8 To deal with any other matters relating to pay, appraisal and employment as may be referred by the Board.

Grievances

- 9 To consider staff grievances where there is a referral under the grievance procedure adopted by the Board. A panel comprised of members of the Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure. Normally, grievances will be heard by a panel selected from LGBs.
- 10 To consider staff complaints of harassment where there is a referral to the Committee under the procedure adopted by the Board. The Committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy. Normally, this will be heard by a panel selected from LGBs.

Staff Discipline/Dismissals

- 11 Under the disciplinary or capability procedures for the Headteacher/Principal adopted by the Trust Board, to consider formal action against the Principal and for a panel comprised of members of the Committee to make a determination as provided for under either procedure. The Committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.
- 12 Under the disciplinary or other relevant procedures (e.g. relating to capability, staff reductions or incapability due to ill-health) adopted by the Board, to make any determination that any member of staff employed at an Academy should be dismissed from their post. This would normally be heard by a panel from LGBs.
- 13 Before taking a decision on dismissal, to give the member of staff concerned an opportunity to make representations on the proposed action and to consider those representations at a formal meeting conducted in accordance with the relevant adopted procedure.
- 14 Where it is determined that a member of staff should be dismissed, to ensure that the member of staff is notified of the decision, the reason for it and that the member of staff has a right of appeal against the decision.

Staff Appeals

- 15 Under the disciplinary procedure or capability procedure adopted by the Board, to consider any appeal against a sanction short of dismissal issued by the Principal or by the staff discipline/dismissal Committee to a member of staff employed at the Academy.
- 16 Under the disciplinary or other relevant procedures (e.g. relating to capability, redundancy or incapability due to ill health) adopted by the Board, to consider any appeal against a decision of the staff discipline/dismissal Committee to dismiss from their post a member of staff employed at the Academy.

17 To consider appeals under other procedures as may from time to time be delegated by the Trust Board, including appeals under the Academy's adopted Pay Policy.

Personnel

18 To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the Academies.

19 To advise on the strategic planning of human resources.

20 To monitor the communication and consultation of policies and processes to staff and review feedback.

21 To advise on the means of achieving active participation by staff in policy development.

22 To advise and recommend revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay.

23 To ensure the legal requirements for NQT induction are complied with.

24 To hear, consider and make any initial decisions about matters relating to the discipline of staff or staff grievances in accordance with adopted procedures.

25 The Board delegate the appointment of supply staff and temporary staff appointed for one term, and non-teaching staff to the relevant Principal.

Remit and Responsibilities of the LGBs

The powers and functions delegated by the Board to the LGBs are set out in detail in the Trust's Scheme of Delegation as approved by the Board and in summary include the following:

LGB's duties include:

- Risk management
- Safeguarding
- Health and safety
- Implementation of TLT principles, practices, policies and procedures
- Monitoring the quality and effectiveness of TLT operations and function
- Engagement in all TLT partnership work
- Academy vision
- Strategic planning at academy level
- Determination and implementation of academy policy, procedures and practice when not centrally derived
- Academy outcomes and students and pupils
- Teaching, learning and assessment quality and impact
- Leadership and management quality and impact
- Curriculum and qualifications quality and impact
- Pupil personal development, behaviour and welfare quality and impact
- Academy budget setting, monitoring and review including impact
- Appointing of relevant staff in the academy
- Pupil admissions
- Pupil exclusions
- Pupil attendance
- Quality assurance and self-evaluation
- Legal compliance
- Ofsted readiness and response to the outcomes of inspections
- Supporting trustees with the appointment and removal of governors
- Parental complaints

A high-level summary of the key activities and functions to be undertaken throughout the year by the LGB is set out on the next page.

LGB High-level Summary of Activities

Key Activities Typical Inputs Understanding the Trust's vision & ethos

· The Trust's vision and ethos statement  Understanding the Trust's vision & ethos · The

Trust's vision and ethos audit

Understanding the community

- Understanding what services currently exist and where the gaps are
 - Understanding local issues & needs
- Understanding how the Academy relates to the wider learning community

 Understanding the community

- Community audit
- Parent and student voice
- PTA/Friends of the Trust etc.

Understanding the Academy


- Student attainment & progress
- Curriculum
- Student behaviour, attendance & safety
- Quality of teaching & learning
- Continuing Professional Development

 Understanding the Academy

- KPI sheets
- Performance data
 - National averages/floor standards
- Ofsted reports
- Academy Self-evaluation
- Academy visits

Working with the Principal

- Assist in setting priorities for Academy improvement
- Positively challenge and proactively support the Principal and leadership team

 Working with the Principal

- Academy Development Plan
- Local aspirations and community needs
- Academy Self-evaluation (SEF)
- Parent and student voice

Reviewing actions

- Know the improvement targets and strategies
- Know the allocation of resources
- Know how to review progress
- Know how Pupil Premium is used

 Reviewing actions

- Academy Development Plan
- Budget Data
- Pupil Premium Report

Undertaking specific responsibilities

LGB Members are encouraged to be linked with key curriculum and/or other areas of interest/work, eg:

- Exclusions
- Safeguarding

LGB Members may also be involved with:

- Hearing complaints

- Attending grievances & appeal hearings

 Undertaking specific responsibilities

LGB Members with link responsibilities are expected, in line with good practice, to be familiar with policy relating to their area of work.

