

Terms of Reference for Summit Education Trust Board

The Board of Directors (referred to as "the Board") is the accountable body for the trust, ensuring compliance with regulatory, contractual, and statutory requirements. The Board provides:

- **Strategic leadership** of the academy trust: defining the trust vision for high quality and inclusive education in line with its charitable objects, establishes and fosters the trust's culture and sets and champions the trust strategy.
- **Accountability and assurance:** robust effective oversight of operations and performance including provision of education, pupil welfare, overseeing appropriate use of funding and effective financial performance
- **Engagement:** strategic oversight of relationships with stakeholders

<p>Legal & Regulatory</p>	<p>The Board acts in accordance with:</p> <ul style="list-style-type: none"> • The Trust's charitable objects and Articles of Association • Company and Charity law • The Funding Agreement(s) and the Academy Trust Handbook • The Scheme of Delegation • The DfE and its executive agencies, applicable education, safeguarding and data protection legislation
<p>Membership</p>	<p>Composition</p> <p>The number of Trustees shall be not less than four but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.</p> <p>Their term of office shall be four years.</p> <p>The Board shall comprise:</p> <ul style="list-style-type: none"> • No fewer than two Trustees and up to eight appointed by the Members • No fewer than two Trustees and up to 25% of the total number of Directors appointed by the Diocesan Corporate Member • A minimum of two Parent Trustees (if no Local Governing Bodies are established or if no provision is made for Parent Local Governors) or otherwise such number as the Members decide • The Chief Executive Officer may be appointed as a Trustee if they agree to act in this capacity • Co-opted Trustees as determined by the Board • Trust employees shall not exceed one third of the total number of Trustees <p>Skills and Experience</p> <p>The Board should identify the skills and experience it needs, including sufficient financial knowledge to hold the executive team to account.</p> <p>Chair and Vice-Chair(s)</p> <p>The Board will, each school year, elect a Chair and a Vice-Chair(s) from among their number. A Trustee who is employed by the Trust shall not be eligible for election as Chair or Vice-Chair.</p> <p>Standards of Conduct</p>

	<p>Trustees will adopt, sign and follow a code of conduct and adhere to The Seven Principles of Public Life and will give a written undertaking to uphold the Object of the Company.</p> <p>Trustees must declare any conflicts of interest and withdraw from discussions where appropriate. The Trust will maintain a register of business and pecuniary interests which will be published on the Trust website.</p> <p>Safeguarding and Training</p> <p>Academy trust members, trustees, and committee members must have an enhanced DBS certificate.</p> <p>All Trustees will complete safeguarding and Prevent duty training on appointment and undertake regular updates. The Board will ensure trustees receive appropriate induction and ongoing development to fulfil their roles effectively.</p> <p>Receive and scrutinise safeguarding reports from each Academy.</p> <p>Board Effectiveness</p> <p>The Board will undertake an annual self-evaluation of its effectiveness. This will inform trustee development priorities and succession planning.</p> <p>Governance Professional</p> <p>The Board will appoint a Clerk/Governance Professional, responsible for ensuring meetings are properly convened, papers circulated, minutes taken, actions tracked and to provide advice on governance matters and procedural compliance.</p>
<p>Meetings & Procedures</p>	<p>Frequency</p> <p>The Board must meet a minimum of three times a year however will meet once a half term.</p> <p>Notice and Papers</p> <p>Agendas and papers are to be sent out with seven clear days' notice of the meeting. Terms of Reference Trust Board Papers should be circulated in advance to allow proper preparation and effective scrutiny.</p> <p>Remote Attendance</p> <p>Any Trustee shall be able to participate in meetings via Microsoft Teams ensuring all those participating in the meeting are able to communicate with all other participants.</p> <p>Quorum</p> <p>The quorum for a meeting, and any vote on any matter, shall be any three Trustees, or, where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting.</p> <p>Decision-Making</p> <p>Every question to be decided at a meeting of the Trustees shall be determined by a majority of the votes of the Trustees present and voting on the question. Every Trustee shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.</p> <p>Urgent Decisions</p> <p>Where urgent decisions are required between scheduled meetings, the Chair may convene an extraordinary meeting or, where appropriate and in accordance with the Articles of Association, decisions may be taken by written resolution.</p>

<p>Governance Structure</p>	<p>Scheme of Delegation The Board shall maintain and annually review a Scheme of Delegation that clearly defines decision-making authority at all levels of the Trust, including the Board, committees, Local Governing Boards, the Executive Team and Headteachers/Heads of School. The Scheme of Delegation must be approved by the Board and published on the Trust website.</p> <p>Committees The Board has established the following standing committees:</p> <ul style="list-style-type: none"> • Education Committee – to provide detailed oversight of educational standards, curriculum and pupil outcomes • Finance, Audit and Risk Committee – to provide detailed oversight of financial management, audit and risk • Staff, Pay and Conditions Committee – to oversee HR strategy, pay decisions and staff wellbeing <p>Each committee shall have its own Terms of Reference approved by the Board and shall report to the Board at least termly.</p> <p>Local Governing Bodies The Board has established a Local Governing Body for each academy to provide local oversight and accountability in line with the Scheme of Delegation. Each LGB shall have its own Terms of Reference and shall report to the Board at least termly via the Education & Standards Committee.</p> <p>Committee Membership The constitution, membership and proceedings of any committee shall be determined by the Trustees. The membership of any committee of the Board may include persons who are not Trustees, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Trustees.</p>
<p>Strategic Responsibilities</p>	<p>The Board retains ultimate responsibility for all aspects of the Trust's work. The following responsibilities cannot be delegated, although the Board receives detailed scrutiny and recommendations from its committees.</p> <p>6.1 Strategic Leadership and Planning The Board must:</p> <ul style="list-style-type: none"> • Set and champion the Trust's vision, values and strategic objectives • Approve the Trust Development Plan and monitor progress against strategic priorities • Oversee stakeholder engagement and the Trust's reputation • Approve trust growth plans and the joining of new academies following due diligence <p>6.2 Financial Management and Sustainability The Board must:</p> <ul style="list-style-type: none"> • Ensure regularity, propriety and value for money in the use of the Trust's funds • Take ownership of the Trust's financial sustainability and its ability to operate as a going concern • Approve the annual Trust and academy budgets and medium/long-term financial plans • Approve and minute a balanced in-year budget, and any significant changes to it, for the financial year to 31 August

- Establish and approve Financial Regulations, including delegated financial limits and other financial procedures
- Approve the Annual Report and Financial Statements, including the Trustees' Report
- Appoint the Trust's bankers, internal auditors and external auditors
- Ensure actions arising from internal and external audit are implemented effectively

Detailed financial monitoring and scrutiny is delegated to the Finance, Audit and Risk Committee (see separate Terms of Reference).

6.3 Risk Management

The Board must:

- Set the Trust's risk appetite and tolerance levels
- Maintain ultimate oversight of the Trust Risk Register
- Ensure effective risk identification, mitigation and internal controls are in place
- Receive regular assurance on the adequacy of the Trust's internal control framework

Detailed risk oversight is delegated to the Finance, Audit and Risk Committee (see separate Terms of Reference).

6.4 Educational Performance and Standards

The Board must:

- Approve the Trust's educational strategy and key performance indicators
- Hold the executive team to account for pupil outcomes and educational performance across all academies
- Ensure academies are inspection-ready (Ofsted/SIAMS) and monitor post-inspection action plans
- Approve the Trust SEND strategy and policy
- Approve Published Admission Numbers for each academy and undertake/oversee admissions consultations when required (when changes are proposed or at least every seven years)

Detailed educational oversight is delegated to the Education Committee (see separate Terms of Reference).

6.5 Safeguarding

The Board has a statutory duty to:

- Safeguard and promote the welfare of children
- Have regard to statutory safeguarding guidance including Keeping Children Safe in Education
- Ensure the suitability of staff, supply staff, volunteers and contractors
- Receive regular safeguarding reports and ensure concerns are escalated and addressed
- Monitor safeguarding training compliance across the Trust

6.6 Human Resources and Organisational Development

The Board must:

- Appoint the Chief Executive Officer (Accounting Officer), Chief Financial Operating Officer and Head of Governance

	<ul style="list-style-type: none"> • Approve the appointment of Headteachers/Heads of School in line with Trust procedures • Establish the framework for executive performance management and conduct the CEO appraisal (through an appointed panel) • Approve Trust-wide strategies for staff wellbeing, recruitment and retention, and professional development • Approve proposals for major restructuring and redundancy affecting more than five staff, ensuring legal compliance and consultation <p><i>Detailed HR oversight is delegated to the Staff, Pay and Conditions Committee (see separate Terms of Reference).</i></p> <p>6.7 Estates and Capital</p> <p>The Board must:</p> <ul style="list-style-type: none"> • Approve the Trust Estates Strategy and capital investment priorities • Approve Capital Improvement Fund (CIF) bids • Approve the acquisition, leasing or disposal of land and buildings • Oversee health and safety compliance across the Trust estate • Approve strategic plans for IT infrastructure and monitor cybersecurity controls <p><i>Detailed estates oversight is delegated to the Finance, Audit and Risk Committee (see separate Terms of Reference).</i></p> <p>6.8 Policies and Compliance</p> <p>The Board must:</p> <ul style="list-style-type: none"> • Approve trust-wide policies as per the Trust Policy Schedule • Ensure consistent implementation of policies across all academies • Ensure compliance with all regulatory, statutory and contractual requirements <p>6.9 Church School Responsibilities</p> <p>For the Trust's Voluntary Controlled primary academies, the Board must:</p> <ul style="list-style-type: none"> • Ensure compliance with requirements for religious education and collective worship as set out in the Funding Agreement • Maintain appropriate relationships with the Diocese of Oxford and have due regard for the Diocesan strategy • Ensure foundation Trustees and foundation Governors are appointed in accordance with the Articles of Association • Ensure SIAMS inspection readiness and monitor the implementation of post-inspection action plans
Accountability	<p>Public Information</p> <p>The Trust must publish on its website:</p> <ul style="list-style-type: none"> • Up-to-date details of its governance arrangements in a readily accessible format, including the register of business and financial interests for members, trustees, local governors and the accounting officer • For each trustee, their attendance records at board and committee meetings over the last academic year <p>The Trust must make available on request for public inspection:</p> <ul style="list-style-type: none"> • The agenda for every meeting of the trustees • The approved minutes of each meeting

	<ul style="list-style-type: none"> Any report, document or other paper considered at meetings Terms of Reference Trust Board <p>Annual Accounts</p> <p>The Trust must maintain adequate accounting records and prepare an annual report and accounts which must be audited and:</p> <ul style="list-style-type: none"> Submitted to DfE by 31 December Published on the trust's website by 31 January Filed with Companies House by 31 May Provided to every member and to anyone who requests a copy Terms of Reference Trust Board <p>Reporting to Members</p> <p>The Board will provide regular reports to Members on the Trust's performance, financial position and strategic progress. The Board will hold an Annual General Meeting for Members.</p>
Review	<p>These Terms of Reference shall be reviewed annually by the Board and amended as necessary to ensure they remain fit for purpose and compliant with statutory requirements. Any amendments must be approved by the Board and, where applicable, by the Members through ordinary or special resolution as required by the Articles of Association.</p> <p>The Board can recommend amendments to the Articles of Association to Members and should keep them under periodic review.</p>

Terms of Reference for Summit Education Trust Boards' Finance, Audit & Risk Committee	
Purpose	To provide detailed oversight of the Trust's financial management, ensure robust internal controls, oversee audit arrangements and maintain strategic oversight of risk management across the Trust.
Authority	<p>The Committee is established as the Trust's Finance Audit and Risk Committee (FAR) in accordance with the Academy Trust Handbook. It operates with delegated authority from the Board as set out in the Scheme of Delegation.</p> <p>The Committee has no executive powers and cannot commit the Trust to expenditure except where explicitly delegated in the Scheme of Delegation.</p>
Meetings	<p>Membership</p> <ul style="list-style-type: none"> Minimum of 3 trustees with no upper limit At least one member must have recent and relevant finance qualifications or experience The CEO and Chief Financial & Operating Officer (CFOO) cannot be voting members but will attend meetings The Chair of the Board should not chair this Committee Co-opted members with relevant expertise (e.g., accountancy, audit, risk management) may be appointed A majority of members must be trustees <p>The Board will appoint a Chair of the Committee annually.</p>

	<p>Attendance: The external auditor, internal auditor/responsible officer, and other executive leaders may be invited to attend for specific items.</p> <p>Quorum: 3 members, of whom at least 2 must be trustees.</p> <p>Clerk: The Committee will be clerked by the Head of Governance (not the CFOO).</p> <p>The Committee will meet at least once per term (minimum 3 times per year), with at least one meeting timed to review the annual accounts and external audit findings, noting the importance of meeting during the budget build process. Agendas and papers will be circulated at least 7 days in advance of meetings.</p> <p>The Committee will meet privately with the external and internal auditors at least annually, without executives present.</p>
<p>Responsibilities</p>	<p>Financial Planning and Monitoring:</p> <ul style="list-style-type: none"> • Review detailed monthly management accounts and cashflow forecasts sent monthly to Chair of FAR and CEO and six times a year to the FAR committee • Scrutinise budget monitoring reports and significant variances • Review and recommend the annual budget and medium/long-term financial plans to the Board • Monitor the financial position of each academy and the Trust overall • Assess going concern status and financial sustainability • Review and recommend the Trust's Financial Regulations and Scheme of Financial Delegation to the Board, ensure delegated financial authorities are complied with, and segregation of duties maintained <p>Value for Money and Procurement:</p> <ul style="list-style-type: none"> • Ensure procurement processes are competitive, deliver value for money, has controls around fraud and theft and complies with Financial Regulations Policy • Review significant contracts and tenders as defined in the Financial Regulations • Monitor the Trust's approach to achieving value for money • Receive and challenge benchmarking activities and ensure efficiency measures <p>Audit:</p> <ul style="list-style-type: none"> • Recommend the appointment of external auditors to the Board (and Members where required) • Oversee the external audit process and review the audit findings and management letter • Hold Exec Team to account for audit recommendations are implemented and monitor progress • Recommend the appointment of internal auditors/responsible officer to the Board • Agree the internal audit programme and receive internal audit reports • Review the adequacy and effectiveness of internal controls and risk management systems <p>Risk Management:</p> <ul style="list-style-type: none"> • Maintain detailed oversight of the Trust Risk Register • Review risk identification, assessment and mitigation strategies • Monitor the effectiveness of controls for key risks • Advise the Board on risk appetite and tolerance levels • Ensure business continuity and disaster recovery plans are in place • Communicate priority risk areas to Local Governing Boards to consider

	<p>Estates and Capital:</p> <ul style="list-style-type: none"> • Review the Trust Estates Strategy and capital investment plans • Monitor capital projects and CIF bids • Oversee health and safety compliance reporting • Review IT infrastructure plans and cybersecurity controls • Review assets including fixed asset register <p>Compliance:</p> <ul style="list-style-type: none"> • Ensure compliance with the Academy Trust Handbook and Funding Agreements • Monitor compliance with financial regulations, company and charity law • Review related party transactions and ensure proper disclosure • Oversee the annual accounts process and recommend accounts to the Board for approval • Ensure statutory returns and filings are completed on time <p>Reporting:</p> <ul style="list-style-type: none"> • Provide a written report to each Board meeting summarising financial position, audit matters, risk and key recommendations • Contribute to the Trusts an annual report on the Committee's work, including a statement on the adequacy of internal controls • Escalate urgent financial or risk concerns to the Board immediately
Decision making	<p>Decisions are made by majority vote. In the event of a tied vote, the Chair of the committee has a casting vote.</p> <p>The Committee will make recommendations to the Board on all matters reserved to the Board, including budgets, accounts, audit appointments and major financial decisions.</p>
Review	<p>These Terms of Reference will be reviewed annually and any amendments approved by the Board.</p>

Terms of Reference for Summit Education & Standards Trust Boards' Education Committee

Purpose	To provide robust oversight, support and challenge of educational performance, standards and outcomes across all academies in the Trust, ensuring consistently high-quality and inclusive education in line with the Trust's vision and strategic objectives.
Authority	<p>The Education Committee is a Committee of the Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. The Education Committee is authorised to:</p> <ul style="list-style-type: none"> • Maintain oversight of monitoring and evaluating pupil progress and attainment and the quality of teaching • Ensuring the Trust provides a consistently high quality learning experience and delivers a broad and balanced curriculum in keeping with the Trust's aims and vision, all pupil needs and legal requirements. • Advise the Board of Trustees on the adequacy and effectiveness of the areas highlighted within the Responsibilities
Meetings	<p>Membership</p> <ul style="list-style-type: none"> • Minimum of 3 trustees (to include at least one trustee with recent and relevant education expertise) • The CEO (ex-officio) • Co-opted members with relevant expertise may be appointed by the Board

	<ul style="list-style-type: none"> • A majority of members must be trustees • The committee will meet 3 times a year <p>The Board will appoint a Chair of the Committee annually. The CEO cannot chair the Committee.</p> <p>Attendance: The Chief Financial & Operating Officer, Headteachers and other executive leaders may be invited to attend for specific items.</p> <p>Quorum: 3 members, of whom at least 2 must be trustees.</p> <p>Clerk: The Committee will be clerked by the Head of Governance</p>
<p>Responsibilities</p>	<p>Standards and Performance:</p> <ul style="list-style-type: none"> • Monitor pupil outcomes and progress across all academies, including analysis by vulnerable and key groups (including pupils with SEND and disadvantaged pupils) • Scrutinise Academy Improvement Plans and KPIs; track progress and impact • Review and challenge data on attendance, behaviour and exclusions • Monitor the quality of teaching and learning through reporting from executive leaders • Ensure academies are inspection-ready; monitor post-inspection action plans <p>Curriculum and Learning:</p> <ul style="list-style-type: none"> • Oversee the impact of the Trust's curriculum design and implementation • Monitor the quality and breadth of curriculum provision, including enrichment • Review the effectiveness of SEND provision and outcomes for pupils with SEND • Oversee RSHE/PSHE provision and ensure statutory compliance • For VC primaries: monitor the quality of RE and collective worship in line with church school requirements <p>Inclusion:</p> <ul style="list-style-type: none"> • Monitor the impact of the Trust wide Inclusion Strategy • Review the impact of Pupil Premium Funding and Sports Funding across the Trust and outcomes for SEND pupils • Monitor the use and impact of Pupil Premium and other additional funding • Ensure effective strategies are in place to support disadvantaged pupils and close attainment gaps • In exercising its functions, the Committee will have due regard to the Public Sector Equality Duty and the Trust's commitment to inclusive education <p>Behaviour and Student Welfare:</p> <ul style="list-style-type: none"> • Receive termly reports from each academy • Ensure pupils missing education are identified and appropriate action taken • Oversee pupil voice mechanisms and personal development provision and how <p>Reporting:</p> <ul style="list-style-type: none"> • Provide a written report to each Board meeting summarising key issues, risks, patterns, trends and recommendations • Escalate any matters of significant concern to the Board immediately, rather than waiting for the next scheduled report.
<p>Decision making</p>	<p>Decisions are made by majority vote. In the event of a tied vote, the Chair has a casting vote.</p> <p>The Committee will make recommendations to the Board on:</p> <ul style="list-style-type: none"> • Trust Academy Improvement Strategy and KPIs • Inclusion and SEND strategies and policies • Curriculum frameworks • Admissions arrangements and Published Admission Numbers

Review	These Terms of Reference will be reviewed annually and any amendments approved by the Board.
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Terms of Reference for Summit Education Trust Boards' Staff, Pay & Conditions Committee

Purpose	To oversee the Trust's human resources strategy, ensure fair and effective pay and performance management arrangements, and promote staff wellbeing, recruitment and retention across the Trust.
Authority	The Committee is established under the Trust's Articles of Association and operates with delegated authority from the Board as set out in the Scheme of Delegation.
Meetings	<p>Membership</p> <ul style="list-style-type: none"> • Minimum of 3 trustees • The CEO may attend but cannot be a member or vote on matters affecting their own pay or performance • Co-opted members with relevant HR expertise may be appointed by the Board • A majority of members must be trustees <p>The Board will appoint a Chair of the Committee annually.</p> <p>Attendance: The CFOO, HR lead and Headteachers may be invited to attend for specific items (but will withdraw for confidential staffing matters).</p> <p>Quorum: 3 members, of whom at least 2 must be trustees.</p> <p>Clerk: The Committee will be clerked by the Trust's Head of Governance.</p> <p>Meetings</p> <p>The Committee will meet at least 3 times per year, with meetings timed to align with:</p> <ul style="list-style-type: none"> • Annual pay review cycle (autumn term) • CEO performance management cycle • Strategic HR planning and policy review <p>Additional meetings may be convened as required for urgent staffing matters. Agendas and papers will be circulated at least 7 days in advance of meetings.</p>
Responsibilities	<p>Pay and Performance Management:</p> <ul style="list-style-type: none"> • Oversee the implementation of the Trust pay policy across all academies • Review and recommend annual pay awards to the Board (where this exceeds delegated limits) • Monitor the outcomes of performance management across the Trust • Ensure pay decisions are fair, transparent and affordable within budget • Review and approve pay progression for the CEO (following appraisal by the appointed panel) • Oversee the framework for Headteacher performance management and review outcomes • Ensure performance management arrangements comply with relevant legislation and guidance <p>HR Strategy and Workforce Planning:</p> <ul style="list-style-type: none"> • Develop and recommend Trust-wide HR strategies to the Board, including:

	<ul style="list-style-type: none"> ○ Recruitment and retention ○ Staff wellbeing and workload management ○ Professional development and career progression ○ Equality, diversity and inclusion ● Monitor workforce data including turnover, absence, recruitment and retention metrics ● Review workforce planning across the Trust to ensure sustainability ● Oversee succession planning for key leadership roles <p>Staffing Structure and Appointments:</p> <ul style="list-style-type: none"> ● Recommend major restructuring proposals to the Board (affecting more than 5 staff) ● Oversee the process for appointing senior leaders (CEO, CFOO, Headteachers) ● Approve staffing structures within delegated limits ● Ensure fair and lawful processes are followed for redundancy and restructure <p>Policies and Compliance:</p> <ul style="list-style-type: none"> ● Review and recommend HR policies to the Board for approval, including: <ul style="list-style-type: none"> ○ Pay policy ○ Performance management policy ○ Capability and disciplinary procedures ○ Sickness and absence management ○ Safer recruitment policy ● Ensure compliance with employment law, safeguarding requirements and equalities legislation ● Monitor the effectiveness of safer recruitment practices <p>Staff Wellbeing and Development:</p> <ul style="list-style-type: none"> ● Monitor staff wellbeing initiatives and their impact ● Review staff survey results and ensure action plans are implemented ● Oversee professional development provision and ensure alignment with Trust priorities ● Promote a positive workplace culture aligned with Trust values <p>Appeals and Grievances:</p> <ul style="list-style-type: none"> ● Hear appeals against pay, capability, disciplinary and grievance decisions where these are escalated to Trust level (in accordance with relevant policies) <p>Reporting:</p> <ul style="list-style-type: none"> ● Provide a written report to each Board meeting summarising key HR matters, pay decisions and recommendations ● Produce an annual report on the Committee's work ● Escalate urgent staffing risks or concerns to the Board immediately
Decision making	<p>Decisions are made by majority vote. In the event of a tied vote, the Chair has a casting vote.</p> <p>Members must withdraw from discussions where they have a conflict of interest (e.g., matters affecting their own employment or that of a family member).</p> <p>The Committee will make recommendations to the Board on matters reserved to the Board, including Trust-wide HR strategy, major restructuring and senior appointments.</p>
Confidentiality	<p>All staffing matters discussed by the Committee are confidential. Members must adhere to data protection requirements and the trustee code of conduct.</p>
Review	<p>These Terms of Reference will be reviewed annually and any amendments approved by the Board.</p>

Terms of Reference for the Local Governing Board

Purpose	<p>The Local Governing Board (LGB) provides local oversight and accountability for Basildon and Compton Church of England Primary Schools and The Downs Secondary School within Summit Education Trust's governance framework. The LGB acts with delegated authority from the Trust Board to ensure the academy delivers high-quality inclusive education in line with the Trust's vision, values and strategic objectives, whilst reflecting the needs and context of the local community it serves. The LGB is not an independent governing board, it is a committee of the Trust Board.</p> <p>For the Voluntary Controlled Church of England primary academy, the LGB also ensures the academy's distinctive Christian character is maintained and developed in accordance with the Trust's Funding Agreement and the requirements of the Diocese of Oxford.</p>
Legal & Regulatory Framework	<p>The LGB operates in accordance with:</p> <ul style="list-style-type: none"> • The Trust's Articles of Association and Scheme of Delegation • The Academy Trust Handbook and Funding Agreement • Company and charity law as applicable to the Trust • Applicable education, safeguarding and data protection legislation • Statutory guidance including Keeping Children Safe in Education • Secondary academies: Careers guidance requirements (Gatsby Benchmarks) and statutory guidance on relationships and sex education • Primary VC academies: Requirements for religious education and collective worship, Diocesan guidance and SIAMS framework
Membership	<p>Composition</p> <p>The LGB shall comprise:</p> <ul style="list-style-type: none"> • A minimum of 2 Parent Local Governors must be <ul style="list-style-type: none"> ▪ elected unless those standing are less than the number of vacancies then they shall be appointed by the Trustees ▪ if elected it is done so by a secret ballot where any Parent of a registered pupil at the Academies overseen by the LGB shall be eligible to vote. ▪ a Parent of a registered pupil at one or more of the Academies overseen by the LGB at the time when they are elected or appointed. • Primary VC academies: Foundation governors appointed by the Diocese of Oxford (as specified in the Articles of Association) • Trustee appointed local governors appointed by the Trustees • Total membership: typically, 8-12 <p>Headteacher/Head of School/Director of Primaries and Senior Leaders will be non-voting members of the LGB.</p> <p>Skills and Experience</p> <p>The LGB should identify the skills and experience it needs to effectively fulfil its role, including knowledge of education, SEND, safeguarding, and the local community.</p> <p>Primary academies should seek: Knowledge of primary and early years education; for VC academies, understanding of church school distinctiveness.</p> <p>Secondary academies should seek: Knowledge of secondary education, post-16 education pathways, curriculum breadth and transition to further/higher education or employment.</p> <p>Chair and Vice-Chair</p> <p>The Trust Board will elect a Chair and Vice-Chair annually from among the governors.</p>

	<p>All other governors will be appointed by the LGB governors already in post and ratified by the Trust Board.</p> <p>The Headteacher/Head of School/Director of Primaries and staff governors are not eligible to be Chair or Vice-Chair.</p> <p>Term of Office</p> <p>Governors serve a four-year term of office and may be reappointed/re-elected. The Trust Board may remove a governor if they fail to attend meetings or fulfil their duties.</p> <p>Standards of Conduct</p> <p>Governors will:</p> <ul style="list-style-type: none"> • Adopt, sign and follow the Trust's code of conduct • Adhere to The Seven Principles of Public Life • Declare any conflicts of interest and withdraw from discussions where appropriate • Complete and maintain entries in the register of business and pecuniary interests <p>Safeguarding and Training</p> <p>All governors must:</p> <ul style="list-style-type: none"> • Have an enhanced DBS certificate • Complete safeguarding and Prevent duty training on appointment and undertake regular updates • Secondary governors: Complete additional training on online safety and peer-on-peer abuse • Undertake induction training and ongoing development appropriate to their role • Read and understand Part One of Keeping Children Safe in Education annually • Secondary governors: Also read and understand Annex B of Keeping Children Safe in Education annually <p>LGB Effectiveness</p> <p>The LGB will undertake an annual self-evaluation of its effectiveness, reporting outcomes to the Trust Board via the Education Committee. This will inform governor development priorities and succession planning.</p> <p>Governance Professional</p> <p>The LGB will be clerked by a Governance Professional appointed by the Trust, responsible for ensuring meetings are properly convened, papers circulated, minutes taken, actions tracked and providing advice on governance matters and procedural compliance.</p>
<p>Meetings & Procedures</p>	<p>Frequency</p> <p>The LGB must meet at least once per short term (minimum 6 times per academic year).</p> <p>Notice and Papers</p> <p>Agendas and papers must be sent out with seven clear days' notice. Papers should be circulated in advance to allow proper preparation and effective scrutiny.</p> <p>Remote Attendance</p> <p>Governors may participate in meetings via Microsoft Teams, ensuring all participants can communicate effectively.</p> <p>Quorum</p> <p>The quorum shall be one-third of the total membership (rounded up), with a minimum of three governors.</p> <p>Decision-Making</p> <p>Decisions are made by majority vote. Each governor has one vote. In the event of a tied vote, the Chair has a casting vote.</p> <p>Urgent Decisions</p>

	<p>Where urgent decisions are required between scheduled meetings, the Chair may convene an extraordinary meeting or, where appropriate and with Trust approval, decisions may be taken by written resolution.</p>
<p>Delegated Authority</p>	<p>The LGB operates within the authority delegated by the Trust Board as set out in the Scheme of Delegation. The LGB has no authority to act outside this delegation.</p> <p>The LGB does NOT have authority over:</p> <ul style="list-style-type: none"> • Trust-wide strategy, vision or strategic objectives • Financial matters reserved to the Trust Board or Finance, Audit & Risk Committee • Trust-wide policies (though may recommend amendments) • Appointment or dismissal of the Headteacher/Head of School/Director of Primaries • Significant capital projects or estate matters • Major restructuring affecting more than 5 staff • Matters reserved to the Trust Board in the Scheme of Delegation • Monitoring staff wellbeing, workload and absence data – this will be undertaken by the Staff, Pay & Conditions committee • Ensuring performance management arrangements are effective – this will be undertaken by the Staff, Pay & Conditions committee
<p>Responsibilities</p>	<p>The LGB provides local oversight and accountability in the following areas:</p> <p>Strategic Local Leadership</p> <p>The LGB will:</p> <ul style="list-style-type: none"> • Ensure the Trust's vision, values and strategic objectives are implemented effectively at academy level • Contribute to the development of the Academy Improvement Plan in partnership with the Headteacher/Head of School/Director of Primaries • Monitor progress against the School Improvement Plan and agreed KPIs • Provide local context and community insight to inform academy priorities • Act as ambassadors for the academy in the local community • Primary VC academies: Ensure the Christian distinctiveness and ethos of the academy is maintained and developed <p>Educational Standards and Outcomes</p> <p>The LGB will:</p> <ul style="list-style-type: none"> • Monitor student outcomes, progress and attainment data across all key stages, including for vulnerable groups (SEND, disadvantaged, EAL, and for secondary, looked after children) • Secondary academies: Scrutinise Progress 8, Attainment 8 and EBacc entry/achievement data • Scrutinise the quality of teaching and learning through Headteacher/Head of School/Director of Primaries reports and academy visits • Monitor the breadth, balance and impact of the curriculum, including: <ul style="list-style-type: none"> • Primary academies: The early years curriculum • Secondary academies: EBacc uptake and achievement, curriculum pathways and options at KS4, provision for more able students, literacy and numeracy across the curriculum • Oversee the effectiveness of interventions and support for students who are falling behind • Monitor attendance and punctuality data and challenge persistent absence, particularly for vulnerable groups in secondary

- Review behaviour data, including exclusions (fixed-term and permanent), and ensure the behaviour policy is applied fairly and consistently
- Ensure the academy is inspection-ready and monitor implementation of any post-inspection action plans
- Primary VC academies: Monitor the quality and impact of RE and collective worship; prepare for SIAMS inspection
- Secondary academies: Monitor student destinations data (post-16 progression)

Pupil Premium and Disadvantaged Students

The LGB will:

- Monitor the academy's Pupil Premium strategy and its impact on closing attainment gaps (particularly at KS4 for secondary academies)
- Ensure effective use of other additional funding:
- Primary academies: PE & Sport Premium, catch-up funding
- Secondary academies: Catch-up funding, recovery premium
- Challenge the Headteacher/Head of School/Director of Primaries on the effectiveness of strategies to support disadvantaged students' progress and destinations (secondary)
- Secondary academies: Monitor the participation of disadvantaged students in enrichment, leadership opportunities and post-16 pathways

SEND

The LGB will:

- Appoint a SEND link governor
- Monitor the quality and impact of SEND provision across KS3 and KS4 (secondary) or including early years (primary)
- Ensure the academy meets its duties under the SEND Code of Practice
- Monitor outcomes and destinations (secondary) for students with SEND
- Ensure effective use of SEND funding and provision for students with EHCPs (particularly secondary)
- Secondary academies: Monitor the accessibility of the curriculum and examinations for students with SEND

Careers Education, Information, Advice and Guidance (Secondary academies only)

The LGB will:

- Appoint a careers link governor
- Monitor the academy's careers programme against the Gatsby Benchmarks
- Ensure all students receive impartial careers guidance
- Monitor student destinations to further education, apprenticeships, training and employment
- Ensure the academy meets its statutory duty to provide access to approved technical education providers and apprenticeship providers
- Monitor the effectiveness of work experience and employer engagement

Safeguarding and Student Welfare

The LGB has a critical role in safeguarding and will:

- Appoint a safeguarding link governor
- Receive termly safeguarding reports from the Headteacher/Head of School/Director of Primaries/Designated Safeguarding Lead
- Monitor safeguarding training compliance for all staff
- Ensure the academy's safeguarding policy and procedures are effective and compliant with KCSIE
- Monitor the single central record (SCR) through regular audits
- Ensure students missing education are identified and appropriate action taken

- Monitor safeguarding concerns, referrals and early help interventions (anonymised data)
- Secondary academies - particular attention to:
 - Peer-on-peer abuse (including sexual harassment and sexual violence)
 - Online safety
 - Child sexual exploitation and child criminal exploitation
 - Mental health concerns
 - Radicalisation and extremism (Prevent duty)
- Ensure student voice is heard and acted upon
- Oversee provision for students' mental health and wellbeing, including access to counselling (particularly secondary)
- Secondary academies: Monitor the effectiveness of relationships and sex education (RSE)

Financial Oversight

Within delegated limits, the LGB will:

- Receive and scrutinise termly finance summary reports for the academy from the Finance, Audit & Risk committee
- Report financial concerns to the Trust's Finance, Audit & Risk Committee immediately

Staffing and HR

The LGB will:

- Support the Headteacher/Head of School/Director of Primaries in recruitment and retention of high-quality staff, including specialist subject teachers (secondary)

Premises, Health & Safety

The LGB will:

- Monitor the condition of the academy site and report maintenance issues to the Trust
- Ensure health and safety compliance through regular reports
- Conduct termly health and safety walks
- Contribute to the development of the academy's estate priorities within the Trust Estates Strategy
- Secondary academies: Monitor the suitability of specialist facilities (e.g., science labs, DT workshops, sports facilities)

Policies

The LGB will:

- Implement and monitor Trust-wide policies at academy level
- Recommend amendments to Trust policies based on local experience
- Approve academy-level policies as delegated in the Scheme of Delegation (e.g., behaviour, uniform)
- Ensure policies are consistently applied and communicated to parents, carers and students/staff
- Secondary academies: Ensure the RSE policy reflects parental consultation

Stakeholder Engagement

The LGB will:

- Engage with parents, carers, students (secondary) and the local community
- Ensure effective communication between the academy and its stakeholders
- Monitor and respond to parental feedback and concerns
- Oversee the academy's approach to parental engagement
- Primary VC academies: Maintain effective relationships with the parish, diocese and local church community

	<ul style="list-style-type: none"> Secondary academies: Engage with student voice (e.g., school council) and ensure student views inform decision-making; build relationships with local employers, post-16 providers and community organisations <p>Admissions The LGB will:</p> <ul style="list-style-type: none"> Implement the Trust's admissions policy Contribute to consultations on Published Admission Numbers Monitor in-year admissions and the use of the academy's capacity Ensure fair access and compliance with the School Admissions Code Secondary academies: Monitor the effectiveness of transition arrangements from primary schools <p>Complaints The LGB will:</p> <ul style="list-style-type: none"> Ensure parents have access to the Trust's complaints procedure Hear stage 2 complaints in accordance with the Trust's complaints policy (where delegated) Monitor complaints data and identify themes or areas for improvement
<p>Reporting & Accountability</p>	<p>Reporting to the Trust Board The LGB will include:</p> <ul style="list-style-type: none"> Educational standards and outcomes Safeguarding Pupil premium impact SEND provision Attendance and behaviour Key risks and concerns Academy Improvement Plan progress <p>Primary VC academies also include:</p> <ul style="list-style-type: none"> RE, collective worship and Christian distinctiveness <p>Secondary academies also include:</p> <ul style="list-style-type: none"> Progress 8, Attainment 8, EBacc data Careers provision and student destinations Peer-on-peer abuse and online safety <p>The LGB will:</p> <ul style="list-style-type: none"> Escalate urgent concerns to the Trust Board immediately Participate in Trust-wide governance reviews and share best practice <p>Public Information The LGB will ensure the following information is published on the academy website or Trust website as appropriate:</p> <ul style="list-style-type: none"> LGB membership and governor roles Governor attendance records Minutes of LGB meetings (excluding confidential items) Register of governor business interests Academy-specific information required by statute: <ul style="list-style-type: none"> All academies: Pupil Premium strategy, SEND information report Primary academies: PE & Sport Premium impact Secondary academies: Careers programme information, RSE policy
<p>Governor Monitoring</p>	<p>Governors will conduct regular visits to the academy to:</p> <ul style="list-style-type: none"> Monitor progress against Academy Improvement Plan priorities Understand the academy's strengths and areas for development

	<ul style="list-style-type: none"> • Build relationships with staff and students • Observe safeguarding practice • Gather evidence to inform strategic discussions • Understand curriculum delivery and student experience <p>All visits must be planned in advance with the Headteacher/Head of School/Director of Primaries, have a clear focus, and be followed by a written report to the LGB.</p>
Review	<p>These Terms of Reference shall be reviewed annually by the LGB and approved by the Trust Board. Any amendments must be consistent with the Trust's Scheme of Delegation and approved by the Trust Board.</p>