



“We engage with all within our Trust and beyond to enable them to show the world their particular talents, their ideas and their passion”

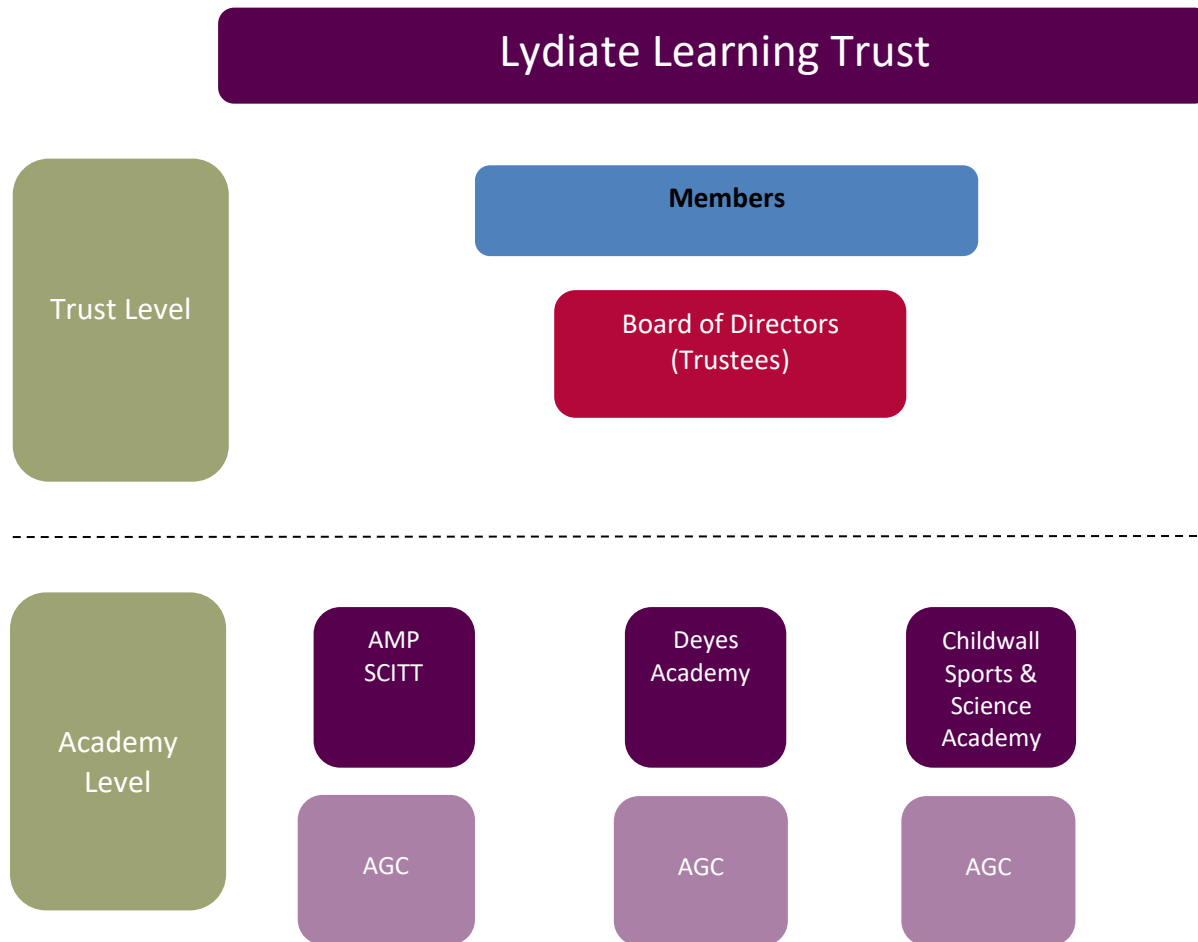
Governance Structure & Membership

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LLT Governance Arrangements



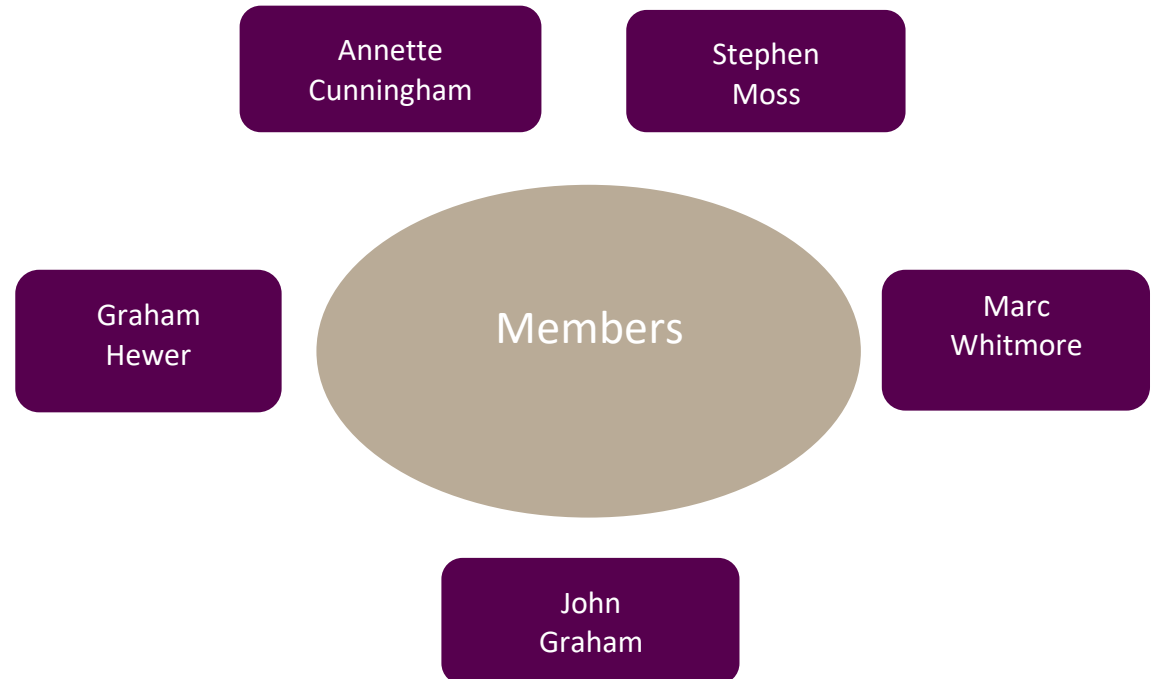
Key Features:

- The Trust is one company.
- Members are the custodians of the Trust – they have a hands-off role in terms of managing the Trust and act as a ‘check and balance’ on governance and overall performance.
- Directors have strategic oversight and ultimate responsibility for all management decisions within the Multi Academy Trust Academies.
- Each member academy/school has a local Academy Governance Committee (AGC). The AGCs support & challenge the Academy’s senior leadership team on the management of the Academy.

LLT Members

Members

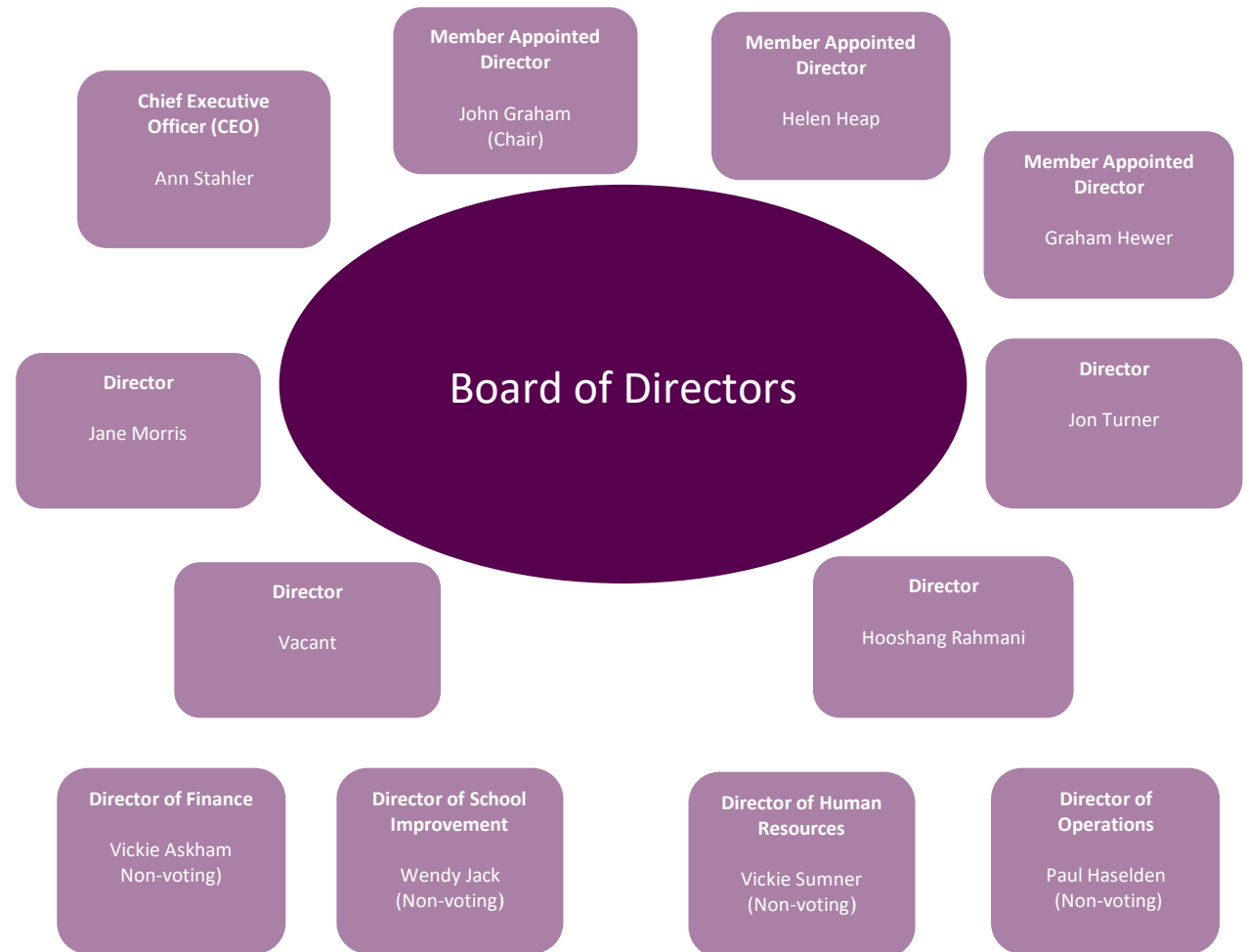
- The Members appoint the majority of the Directors to the board of the Multi Academy Trust.
- Members rights are enshrined in Company Law and Members may:
 - Wind up the Multi Academy Trust;
 - Amend the Articles of Association
 - Appoint Directors
 - Remove any Director.
- In the event that the Multi Academy Trust is wound up without enough assets to satisfy its creditors, each Member would be liable to pay up to £10 towards these debts.



LLT Board of Directors (Trustees)

The Board of Directors

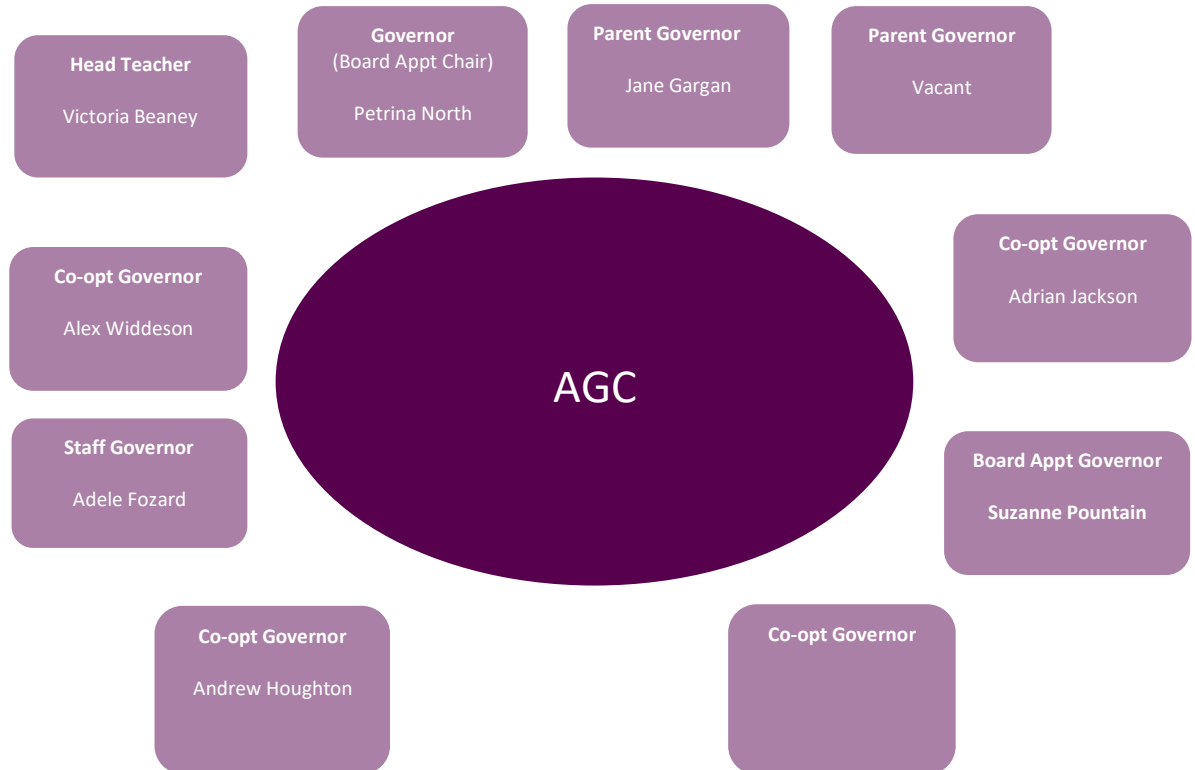
- Directors (Trustees) are responsible for the management and administration of the Multi Academy Trust and are accountable to the Members who act as a 'check and balance' on the performance of the Multi Academy Trust (see Approach to Delegation).
- For a Multi Academy Trust structure BJ suggested up to a maximum of 10 directors including:
 - Directors appointed by the Members
 - Directors appointed by the Board of Directors
 - The Executive Principal/CEO**Other Directors from areas including Finance, School Improvement and HR will also attend meetings but will have no voting rights.
- The Board of Directors will delegate down power to a Senior Executive Team, led by the CEO
- The Board of Directors may also delegate down power to Local Academy Governance Committees, to be led by the AGCs Chairs



Deyes Academy Governance Committee (AGC)

AGC

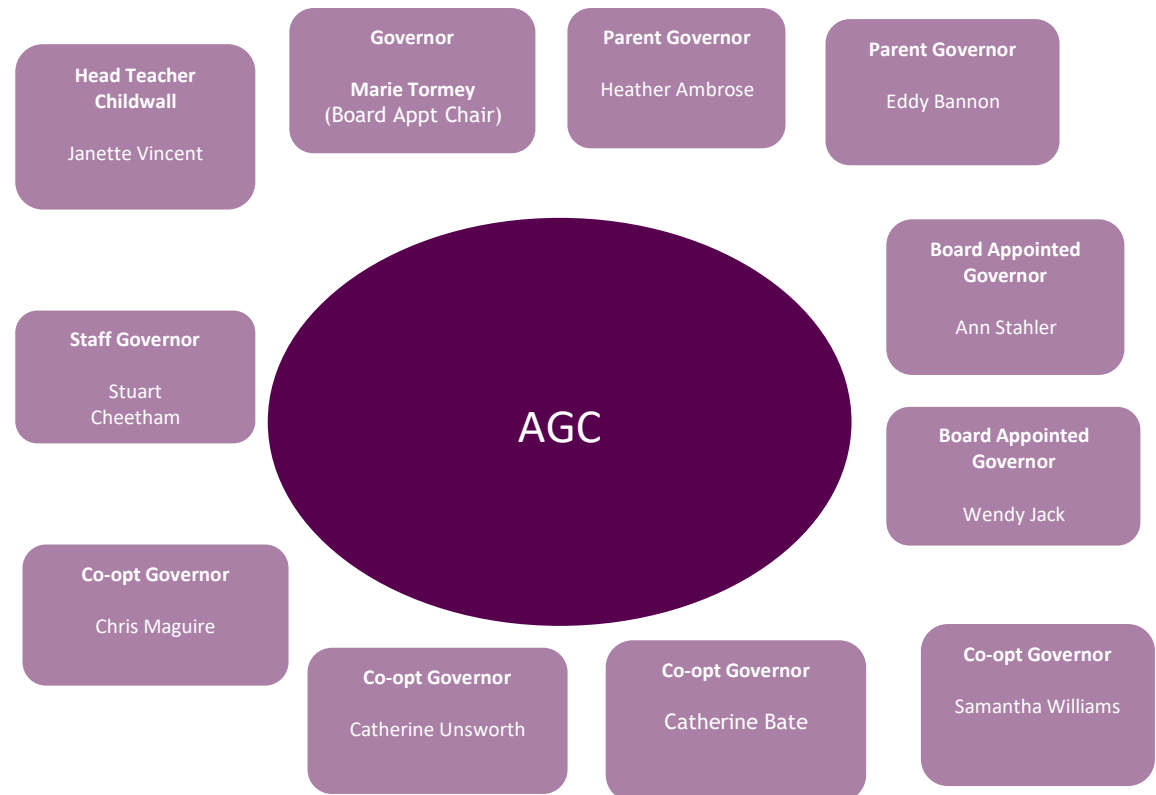
- The AGC is responsible for making decisions on the operation of their relevant Academy, by way of the powers delegated to it by the LLT Board and in accordance with appropriate terms of reference.
- AGC terms of reference may include “earned autonomy” where the LLT Board has a range of powers to intervene depending on scale of any issues.
- The Level of financial contribution from individual Academy’s GAG to central operating costs can be varied according to performance so that high performing Academies that receive less central support have a lower contribution to central costs
- For Deyes the AGC will comprise of up to 14 members including:
 - Up to 3 elected Parent Governors
 - CEO, Head of Academy and 2 other elected Staff Governors
 - Governors appointed by the LLT Board
 - Governors appointed by the AGC



Childwall Sports & Science Academy AGC

AGC

- The AGC is responsible for making decisions on the operation of their relevant Academy, by way of the powers delegated to it by the LLT Board and in accordance with appropriate terms of reference.
- AGC terms of reference will be tailored to reflect the level of delegation appropriate to the Academy circumstances.
- The Level of financial contribution from individual Academy's GAG to central operating costs can be varied according to performance so that high performing Academies that receive less central support have a lower contribution to central costs
- Sponsored School AGC's may comprise of up to 11 members including:
 - 2 elected Parent Governors
 - CEO, Head Teacher and 1/2 other elected Staff Governors
 - Governors appointed by the LLT Board
 - AGC appointed Governors



LLT – Approach to Delegation

Board of Directors (Trustees)

Strategic oversight, setting visions and policies for the Trust, governance, contractual relationships with third parties.

Vision and Accountability

- setting out the vision for the Trust and its application at both Trust and academy levels
- determination of corporate strategy and planning
- compliance with all legislation, charity and company law
- compliance with Articles & Funding Agreements determining the admissions policy and arrangements for each academy (in accordance with the law and DfE codes of practice)
- setting HR policies and procedures (as legal employer of all staff), developing appropriate terms and conditions of service with each academy, including the performance management policy and pay policy
- setting other Trust wide policies such as health & safety, CRB etc
- oversight of public relations activities to project the activities of the Trust and the academies to the wider community

Standards

- oversight of standards and outcomes across the Trust
- annual target setting for the Trust in general and for individual academies
- regular reviews of performance across the Trust
- support and intervention strategies for individual academies
- oversight of key performance data on a Trust and individual academy basis
- power to withdraw delegated powers from a Local Governing Body and, if necessary, disband it

Academy Governance Committee

Day to day running of the academy, carrying the Trust's vision, policies and priorities forward, holding academy leadership to account.

Vision and Accountability

- carry forward the Trust's vision
- implementation of actions required to comply with legislation and the funding agreement
- implementation of policies and plans agreed by the Board (e.g. admissions, CRBs and the academy's financial plan)
- establishing appropriate committees in line with the articles of association and appointing lead governors to have oversight of key areas such as SEN, Safeguarding and Health and Safety
- oversight of the curriculum and curriculum policies to meet statutory requirements where required

Standards

- holding academy SLT to account for academic performance, quality of care & provision
- setting ambitious annual targets for performance and regularly reviewing progress towards their achievement
- oversight of the quality of teaching and learning across the academy with detailed knowledge of strengths and weakness
- ensuring that the academy has appropriate intervention and support strategies in place to deliver high quality teaching and learning in all areas
- overseeing the distribution and effectiveness of pupil premium funding
- monitoring academy data

Appointments and training

- ensuring processes in place for appointment of Trustees and Governors of Local Governing Bodies
- appointing the Principals (in consultation with the Local Governing Body), the clerk to the Local Governing Body and the Responsible Officer
- responsibility for the performance management of the CEO and the Principals (in consultation with the LGB)
- appointment and oversight of cross academy staff
- training and evaluating the Trustees & Governors

Finances

- overseeing the finances of the Trust and the academies
- establishing a funding model for use across the Trust and the academies
- agreeing each academy's annual budgets
- compliance with Academies Financial Handbook
- oversight of finances of each academy
- the development of a revenue generation policy
- determination after consultation with each academy the extent of services provided centrally to the academy and the allocation of cost
- oversight of the effectiveness of the delivery of centrally provided services
- establishing processes for local management & maintenance of assets and appropriate registers

Appointments and training

- monitoring local HR activity and policy, e.g. ensuring the process for local performance reviews of staff is within the parameters for the particular academy
- managing the employment and performance management of all staff employed by the academy and managing disciplinary matters in accordance with the set policy
- considering whether any changes are required to staff terms and conditions (making the amends required with the consent of the Board)
- raising concerns if it is felt that appropriate training and development is not being provided
- Governors take part in regular self-review

Finances

- seeking value for money and ensuring resources are applied appropriately at academy-level
- monitoring and reviewing expenditure regularly
- delivery of income generation activities
- notifying the Trust of any changes to fixed assets used by the academy
- supporting the Board in relation to the annual budgetary process
- manage the academy's cash flow
- observing proper levels of delegations & protocols