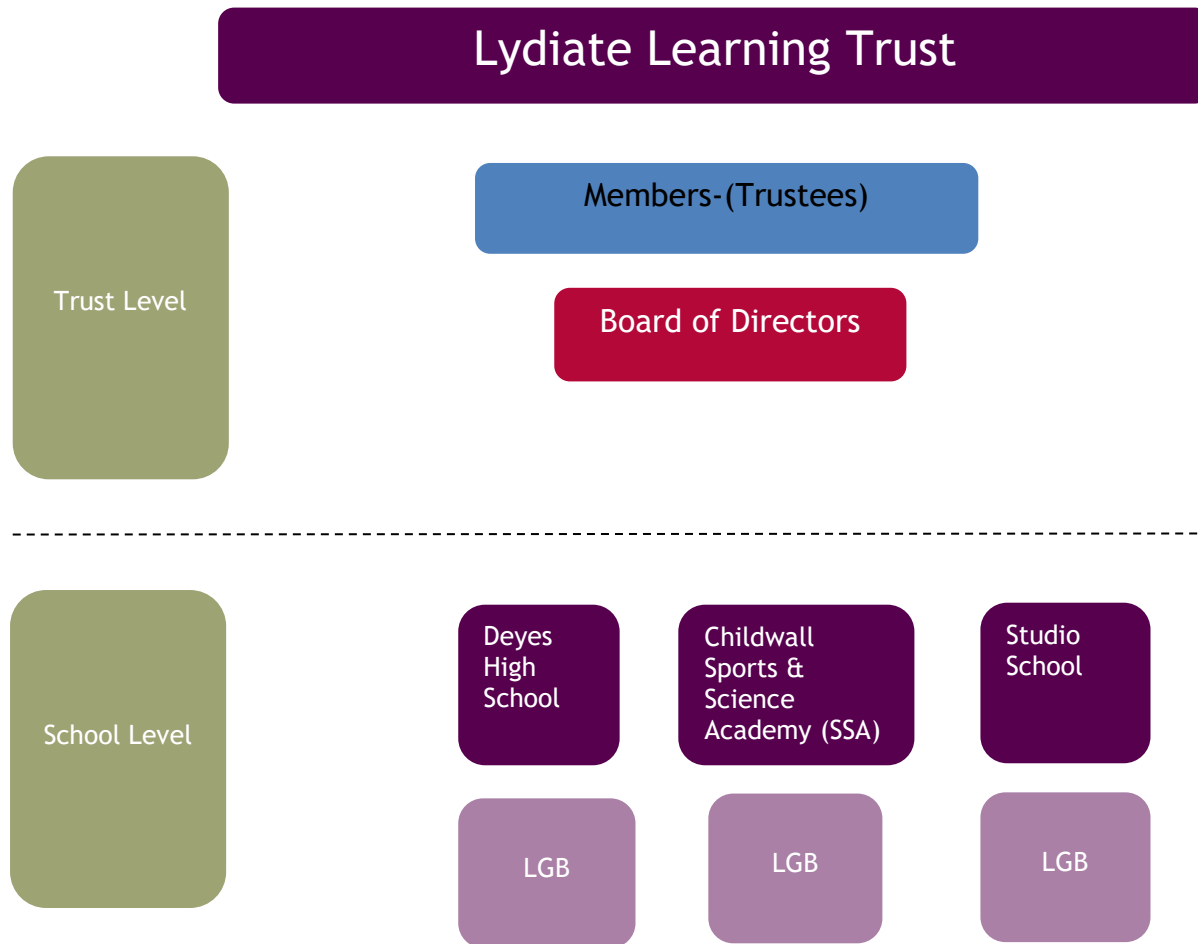


Lydiate Learning Trust



‘To excel in all that we do so that everyone flourishes and achieves their full potential’.

LLT Governance Arrangements



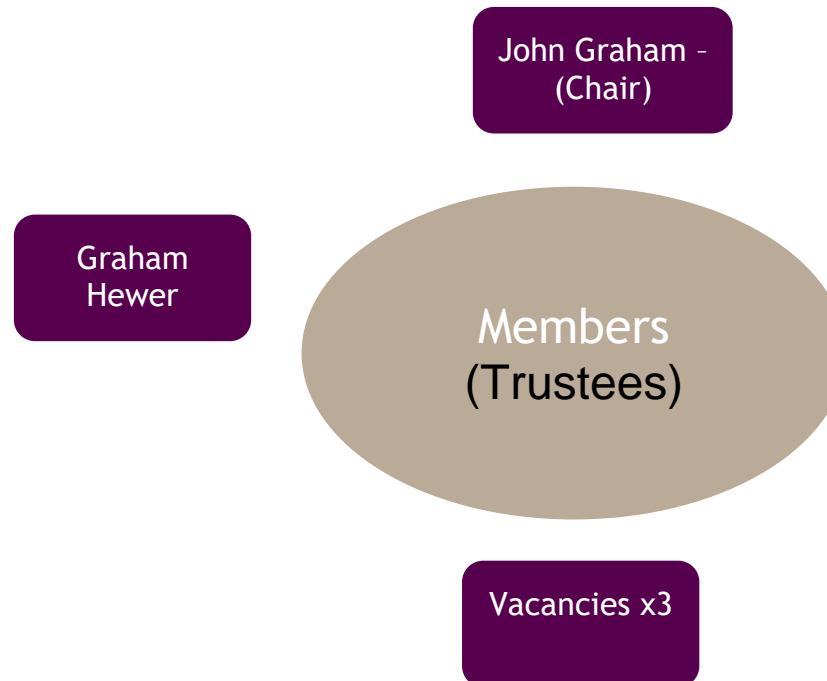
Key Features:

- 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 performance.
- Directors have strategic oversight and ultimate responsibility for all management decisions within the Multi Academy Trust academies.
- Each member school has a local Governing Body (LGB).
- The LGBs support & challenge the Academy's senior leadership team on the day to day 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.
- Members may consist of
 - Chair of Deyes High School LGB
 - Vice Chair of Deyes High School LGB
 - Chair of A N Other School LGB

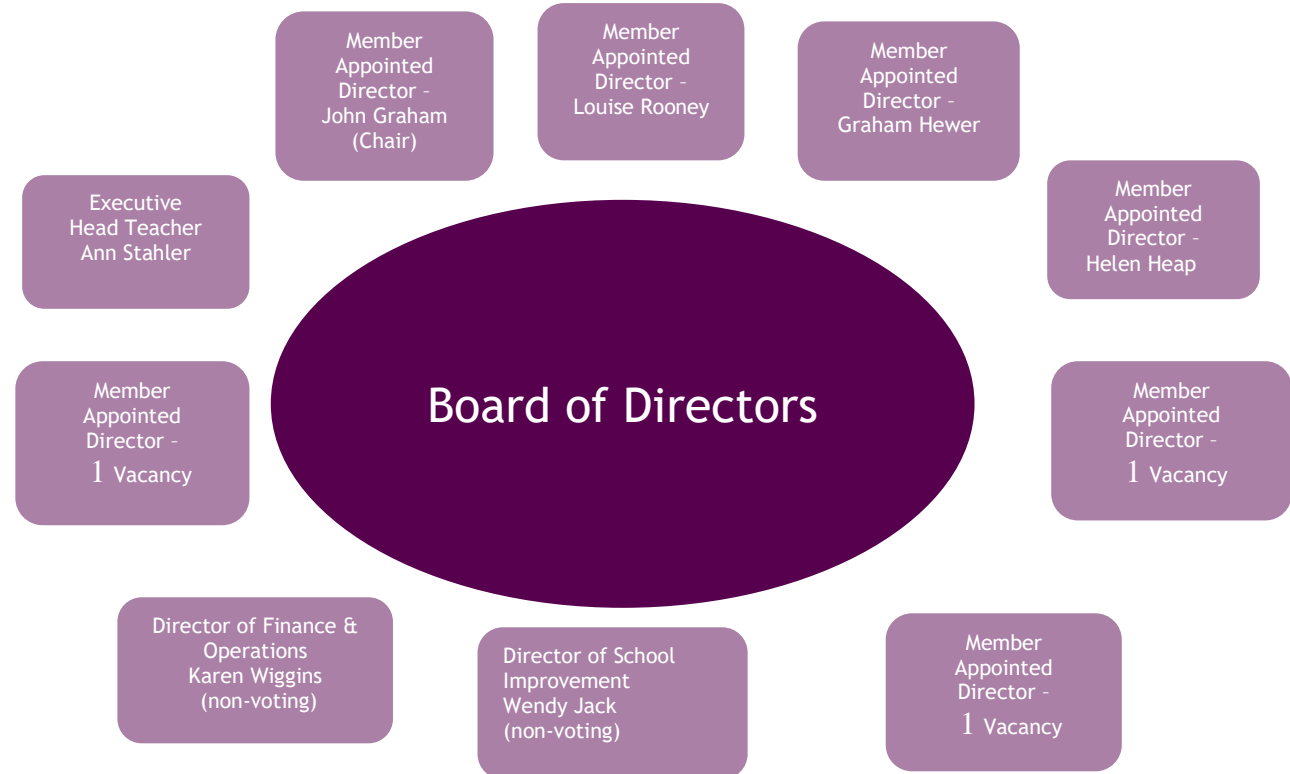


LLT Board of Directors

The Board of Directors

- Directors 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 comprising:
 - 5 Directors appointed by the Members
 - The Executive Principal
 - ***4 Academy Directors (a mix of LGB Chairs, Academy Heads and LGB Members) appointed to the Board provided no more than 1/3 of the Board are employees
 - The Finance Director will also attend meetings but will have no voting rights.
- The Board of Directors will delegate down power to a Senior Executive Team
- The Board of Directors also delegate down power to Local Governing Bodies of Academies

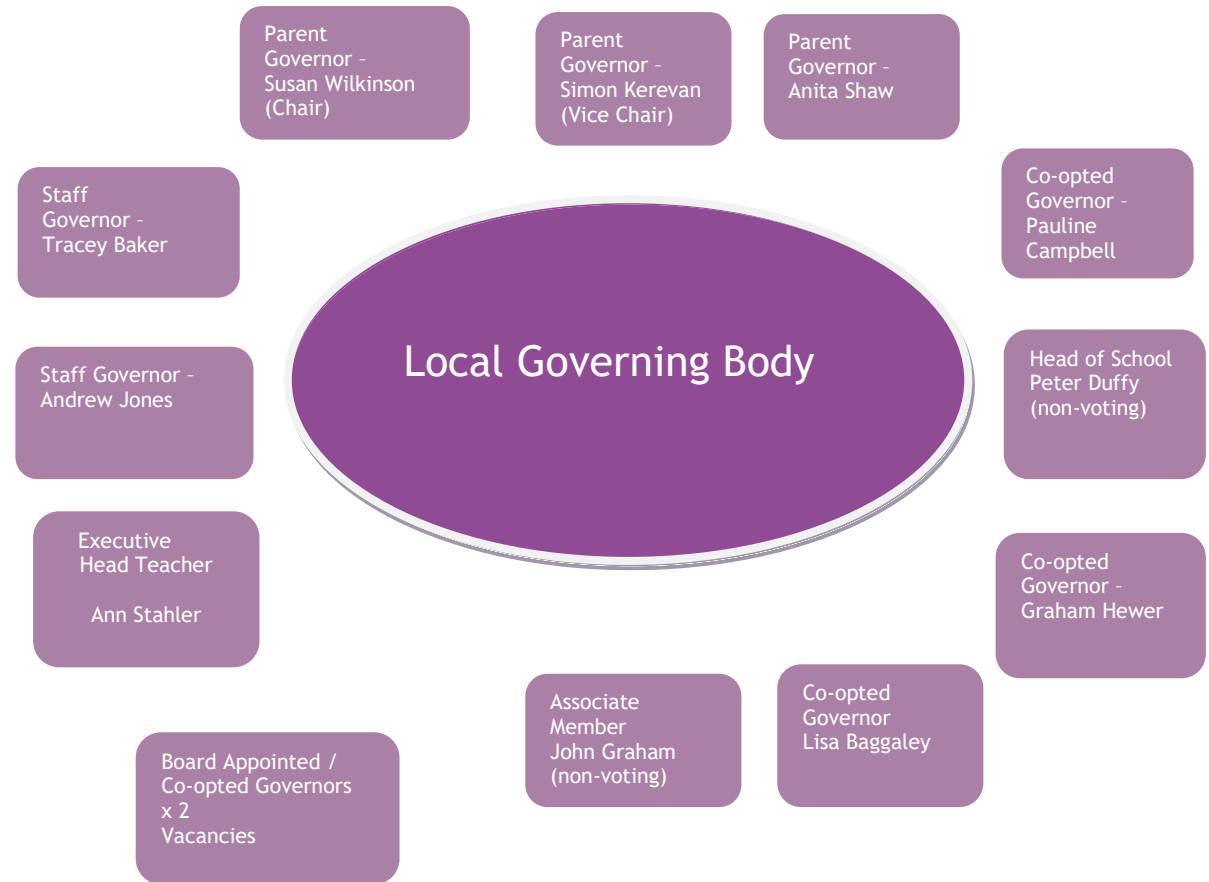
***Structure recently reviewed and updated in response to more recent DfE advice.



Deyes Board of Governors

The Local Governing Body

- The Local Governing Body is responsible for making day to day decisions on the operation of their relevant Academy, by way of the powers delegated to it by the Directors in accordance with appropriate terms of reference.
- LGB terms of reference may be drafted to deliver “earned autonomy” where main 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 High the LGB will comprise of up to 14 members including:
 - 3 elected parent governors
 - Executive Principal, Head of School and 2 other elected staff governors



Childwall Sports & Science Academy Board of Governors

The Local Governing Body

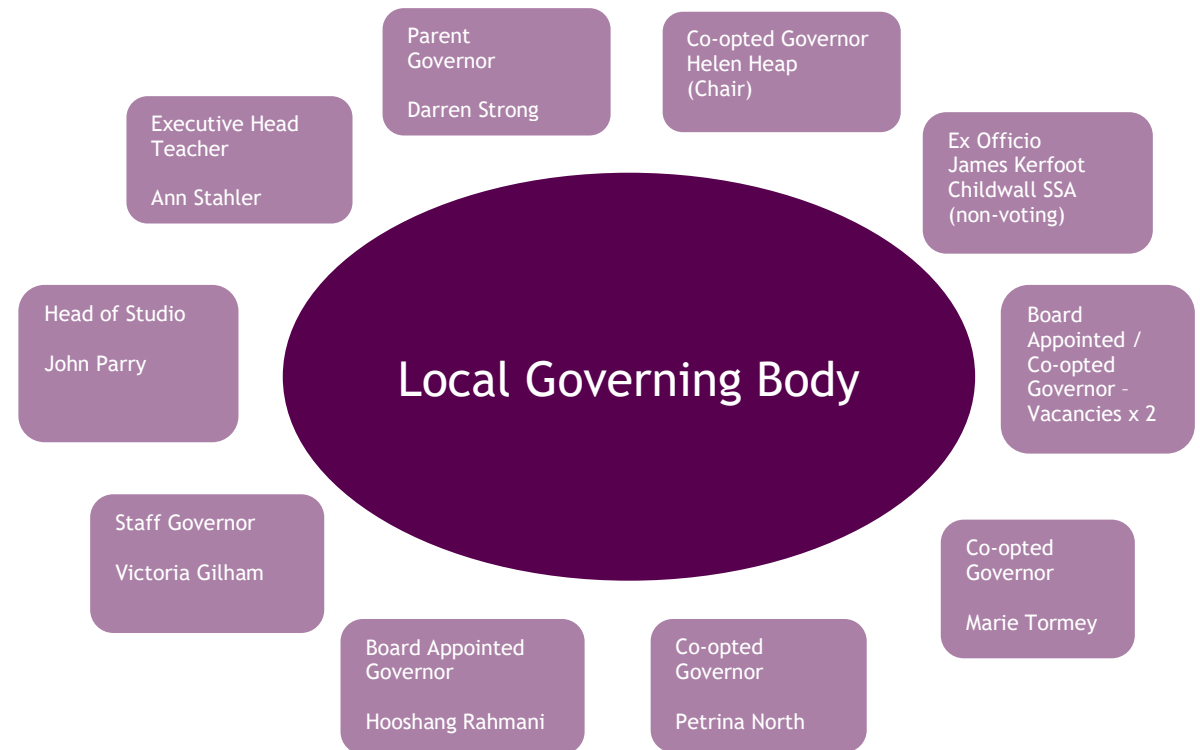
- The Local Governing Body is responsible for making day to day decisions on the operation of their relevant Academy, by way of the powers delegated to it by the Directors in accordance with appropriate terms of reference.
- LGB terms of reference here will be tailored to reflect the level of delegation appropriate to the circumstances and therefore provide less autonomy than A N Other School's LGB. The approach to delegation would therefore be tailored to deliver this.
- 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 LGB's may comprise of 11 members including:
 - 2 elected parent governors
 - Executive Head Teacher, Head of School and 1/2 other elected staff governors



Studio School Board of Governors

Local Governing Body

- The Local Governing Body is responsible for making day to day decisions on the operation of their relevant Academy, by way of the powers delegated to it by the Directors in accordance with appropriate terms of reference.
- LGB terms of reference here will be tailored to reflect the level of delegation appropriate to the circumstances and therefore provide less autonomy than A N Other School's LGB.
- 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 LGB may comprise of up to 11 members including:
 - 1-2 elected parent governors
 - Executive Head teacher, Head of School and 1-2 other elected staff governors
 - 4-5 Co-opted / Board Appointed Governors



LLT – Approach to Delegation

Board of Directors

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

Local Governing Body

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 (in consultation with the Local Governing Body)
- 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
- maintaining proper accounting records and preparing expenditure and balance sheets as required
- 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