

UKAT Local Governing Boards Terms of Reference

Person responsible for this document:	
Trustees	
Reviewed by:	Date:
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Approved by:	Date:
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1. Introduction

- 1.1 The University of Kent Academies Trust (the “Trust”) is governed by the Board of Directors (the “Directors”) also known as the Board of Trustees (the “Trustees”) who are accountable to the Department for Education and have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.
- 1.2 The following academies are currently operated by the Trust:
 - Brompton Academy
 - Chatham Grammar(each one known as the “Academy” or collectively the “academies”).
- 1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Board (LGB) for each of the academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “Articles”).
- 1.4 The Trustees may review these Terms of Reference at any time but shall review them at least annually.
- 1.5 These Terms of Reference may only be amended by the Board of Trustees.
- 1.6 A copy of the Trust governance structure is included in Annex 4.

2. Constitution and Membership of the LGBs

- 2.1 Members of the LGB shall be known as “Governors”.
- 2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time.
- 2.3 The composition of the LGBs shall be as follows:
 - the Principal of the Academy
 - 1 Staff Governor
 - 2 Parent Governors
 - up to 5 Trustee appointed Governors.
- 2.4 The procedure for the appointment and the removal of Governors shall be as set out in Annex 1.
- 2.5 The Trustees reserve the power to remove Governors from office and change the governance structure, subject to the provisions of the Articles of Association. If Governors have acted honestly, for the benefit of the Academy, reasonably, and within the law and terms of their delegated powers the

Governors cannot be held personally liable for any liabilities incurred on behalf of the Company.

- 2.6 The LGBs are required to appoint Governors to take responsibility for Safeguarding and SEND, known as Link Governors. As per DfE guidance an individual to take a strategic interest in careers education and guidance shall also be appointed for each Academy.

3. Proceedings of the LGB

The proceedings for meetings of the LGB shall be as set out in Annex 2.

4. Relationship between the Trust Board and LGB

4.1 The LGB shall in carrying out its role:

- 4.1.1 promote high standards and aim to ensure that students are attending a successful Academy which provides them with a good education and supports their well-being.
- 4.1.2 be responsible to the Trustees for its actions and follow the expectations of Governors as laid down by the Trustees in these Terms of Reference and the Trust Scheme of Delegation.
- 4.1.3 be responsible for all areas of curriculum and standards within the Academy.
- 4.1.4 aim to establish that it is competent, accountable, independent and diverse that promotes best practice in governance.
- 4.1.5 aim to ensure that its Governors promote and uphold high standards of conduct, probity and ethics.

4.2 The Trustees shall support the work of the LGB by:

- 4.2.1 setting a clear strategic Vision to allow the LGB to set and achieve its own aims and objectives within the overarching Vision.
- 4.2.2 ensuring that systems are put in place to allow the Governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Principal and the Senior Leadership Team of the Academy; and
- 4.2.3 ensuring that the Governors have access to high quality training.

4.3 Without prejudice to the Trustees' other rights to remove any Governor and the Trustees rights to amend these Terms of Reference at any time, where the Trustees have concerns about the performance of a LGB they may amongst other actions:

- 4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees.
- 4.3.2 suspend or remove any or all of the matters delegated to the LGB.
- 4.3.3 suspend or remove any or all of the Governors of the relevant LGB.

- 4.4 The Trustees may vary the matters delegated where:
- 4.5.1 the LGB act outside its delegated powers and limitations.
 - 4.5.2 the LGB are in breach of these Terms of Reference.
- 4.5 The Trustees may remove Governors where:
- 4.5.1 the Academy is in [material] breach of its funding arrangements.
 - 4.5.2 the LGB is in material breach of these Terms of Reference or has persistently breached these Terms of Reference.
- 4.6 The circumstances listed in paragraphs 4.4 and 4.5 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the LGB.

5. Delegated Powers

General principles

- 5.1 In the exercise of its delegated powers and functions, the Governors of the LGB shall:
- 5.1.1 ensure that the Academy business is conducted in accordance with the objectives of the Trust, the terms of any trust governing the use of the land, which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these Terms of Reference.
 - 5.1.2 promptly implement and comply with the Scheme of Delegation and any policies or procedures communicated to the LGB by the Trustees from time to time.
 - 5.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees.
 - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy.
 - 5.1.5 be open about decisions and be prepared to justify those decisions.
 - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and
 - 5.1.7 adopt financial prudence in supporting the financial affairs of the Trust in so far as these relate to the delegated responsibilities.
- 5.2 Each Governor shall be required to take part in regular self-review and is accountable for meeting their own training and development needs. It is a Governor's responsibility to consider if, and raise any concerns where, they feel that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against Key Performance Indicators (KPIs), which have been set for the Academy and provide such data and information regarding the business of the Academy and the students attending the Academy as the Trustees may require from time to time.

- 5.4 The powers retained by the Trust and delegated from the Trustees to the LGBs shall be as follows:
- 5.4.1 in respect of the sponsored Academies' LGBs, Scheme of Delegation (Annex 3) sets out the powers retained by the Trust, the powers delegated to the Finance and Staffing Committee, Chief Executive Officer (CEO), Finance Director (FD), Principals and Governors.
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the CEO, any LGB or Principal it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 5.6 Annex 3 may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 5.7 Notwithstanding the application of any provision of these Terms of Reference, if the Chair of the LGB or the Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any student or their parent/carer or a person who works at the Academy, then they may exercise any function of the LGB after consultation with CEO or Principal.

6. Powers Retained by the Trust Board

- 6.1 Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DfE, including the Funding Agreement(s), and any Deed of Gift
- 6.2 Determining the educational character and mission of the Academy.
- 6.3 Ensuring the solvency of the Academy, safeguarding its assets and delivering its charitable outcomes.
- 6.4 Appointing or dismissing the Principal(s).
- 6.5 Ensuring the continued charitable status of the Company.
- 6.6 Setting key strategic objectives and targets and reviewing performance against these.
- 6.7 Approving Trust policies, not delegated to the Academy Board or the Resources or Standards Committees.
- 6.8 Approving the annual estimates of income and expenditure for the Academy at the beginning of the academic year.
- 6.9 Approving the year-end accounts.
- 6.10 Setting the Trust's reserves requirements from each Academy.

- 6.11 Entering into all contracts on behalf of the Trust.
- 6.12 Authorising expenditure or income in accordance with the Scheme of Delegation.
- 6.13 Complying with the requirements of the Education (Independent School Standards) (England) Regulations 2014 (or such other regulations as may for the time being be applicable) in relation to carrying out enhanced checks through the Disclosure and Barring Service (DBS), as required.

7. Purpose of the LGB

Scope of Responsibilities

The Trust Board has delegated to the LGB the following powers and functions:

7.1 In relation to the Academy's curriculum offering, standards and development, to:

- a) Ensure the Trust's academies achieve at least good outcomes and progress for all children and young people.
- b) Ensure academies have all relevant statutory education policies in place.
- c) Ensure the Academy has an appropriate, effective and compliant curriculum.
- d) Provide initial approval, for Trustees to give final approval in order to check alignment with the Trust Vision and regulations.
- e) Ensure the academy has good or better teaching.
- f) Ensure the academy has appropriate and effective staffing.
- g) Make sure all students and staff are safeguarded across the Trust and its academies.
- h) Provide an appropriate and effective Academy Development Plan for the Trust's academies to the UKAT Trust Board.
- i) Approve the Academy Development Plan and review/challenge progress updates.
- j) Ensure all Trustees and Governors are appropriately trained in education and Academy improvement matters.
- k) Review and challenge the value for money/return on investment of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap.
- l) Ensure admission discussions and recommendations for change to policy
- m) Set and agree the admissions policy.
- n) Monitor student inclusions issues (including attendance, behaviour, exclusions, punctuality and disciplinary matters) and provide appropriate challenge.
- o) Ensure Academy lunches are of appropriate nutritional standards.
- p) Provide free school meals to those meeting the criteria.

- q) Monitor Academy based, local and national performance data relating to the Academy and evaluate achievement and progress throughout the Academy drawing on data, the self-evaluation document, benchmarking data and other reports.
- r) Ensure that all learners receive the full statutory curriculum.
- s) Ensure the Academy fulfils its statutory obligations and provides a curriculum that is inclusive.
- t) Monitor progress and standards of the pupil premium group, Special Educational Needs and Disabilities (SEND), Black, Asian and Minority ethnic (BAME) and Higher Prior Attainer (HPA) groups.
- u) Monitor the views of students on the curriculum offered by the Academy and on student progress and achievement and to evaluate the ways in which the Academy actively responds to student views.
- v) Monitor the views of parents and carers on the curriculum offered by the Academy and on student progress and achievement.
- w) Provide feedback and to evaluate the ways in which the Academy actively responds to the views of parents and carers.
- x) Ensure that parents and carers receive the results of statutory assessments, an annual report on student's educational achievements and information about the Academy through the Academy website and other appropriate forms of e-communication.
- y) Regularly review, publish and report on the Special Educational Needs policy, to monitor provision and ensure that statutory requirements and the statements of children with special needs are met.
- z) Monitor provision for children in care (CIC) and evaluate their progress and achievement.
- aa) Monitor provision for all groups of vulnerable children, for example young carers, to ensure that their needs have been identified and addressed, and to evaluate their progress and achievement.
- bb) Review progress against the targets in the Academy Development Plan and the action plans, which underpin it.
- cc) Recommend targets for Academy improvement to the Trust Board.
- dd) Oversee governance of delegated statutory policies and ensure that those policies are reviewed and remain in line with national expectations.
- ee) Keep under review (at least annually) the general duties under the Equality Act 2010 and any specific duties and requirements including the Equality and Diversity Policy, in relation to the curriculum, teaching and learning, assessment, achievement and progress, to monitor implementation of the scheme, to assess its impact on staff, learners and parents/carers and to report emerging issues to the Trust Board.
- ff) Keep under review the general duties under the Sex Discrimination Act 1975 (as amended) and any specific duties and requirements including the Gender Equality Scheme 2010-2013, in relation to the curriculum, teaching and learning, assessment, achievement and progress, to monitor implementation of the scheme, to assess its impact on staff, learners and parents/carers and to report emerging issues to the Trust Board.
- gg) Monitor curriculum policies and recommend any policy changes to the Trust Board as and when necessary.

- hh) Monitor English as an Additional Language (EAL) provision and to ensure that the needs of children are met.
- ii) Ensure the Religious Education (RE) provision is aligned to the Local Authority expectations.
- jj) Annually review the policy and provision for Relationships, Sex and Health Education (RSHE) including providing information to parents and make recommendations where necessary.

7.2 In relation to financial and risk management and reporting requirements, this remains the responsibility of the Finance and Staffing Committee.

7.3 In relation to staffing and performance management, to:

- a) Initial approval of appointment of Principal or to individual academies.
- b) Work with the Finance and Staffing Committee to agree the staffing structure for each academy which is within budget.
- c) Appoint SLT staff into new roles within the academy (outside of agreed structure). Final approval of Assistant Principal (AP) positions, initial approval of Vice Principal (VP) positions.
- d) Approve staff into new roles where a restructure has taken place.
- e) Dismiss a member of staff – no award of severance or compromise agreement.
- f) Dismiss a member of staff on grounds of disciplinary.
- g) Conduct appraisals of Principals with CEO.

7.4 Safeguarding

- a) Ensure safeguarding training and policies are reviewed and updated yearly in line with latest statutory obligations e.g., Keeping Children Safe in Education (KCSiE).
- b) As per clause 2.6 each Academy must appoint a Designated Safeguarding Link Governor, ensuring compliance with statutory guidance and maintenance of single central record. The LGB Safeguarding Link will report to the Trust Board Safeguarding Link.
- c) Hold responsibilities for the maintenance and upkeep of the Academy properties.
- d) Ensure building and grounds remain Health & Safety compliant, reporting any issues to the CEO and the Trust Board Health and Safety Link.
- e) Ensure Security of Academy site.

7.5 Public relations

- a) Oversees public relations activities to project the academies to the wider community.
- b) Provide input/feedback on Academy prospectus.
- c) Academy website – ensure it is compliant with DfE and Trust requirements.

Adopted by resolution of the Trust Board – (dated)

Approved By:

Signed:

Date:

Date of next review:

Annex 1 – Appointment and Removal of Governors

1. Staff Governors

- 1.1 The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

2. Parent Governors

- 2.1 Parent Governors of the LGB shall be elected by parents/carers of registered students at the Academy. They must be a parent of, or have parental/guardianship responsibility for a student at the Academy at the time when they are elected.
- 2.2 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the Parent Governors. The Trustees may delegate the running of the election to the LGB.
- 2.3 Where a vacancy for a parent Governor is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent or have parental/guardianship responsibility of a registered student at the Academy is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.4 Any election of persons who are to be the Parent Governors which is contested shall be held by secret ballot. The arrangements made for the election of the Parent Governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by electronic means, post, in person or, if they prefer, by having their ballot paper returned to the Academy by a registered student at the Academy.
- 2.5 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered student at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered student of another Academy run by the Trust.

3. Co-opted Governors

- 3.1 Co-opted Governors of the LGB shall be appointed by the Trustees following discussion with the Chair of LGB. He or she must be:
 - a) a person who lives or works in the community served by the Academy; or

- b) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the government and success of the Academy.

3.2 The Trustees may not appoint an employee of the Trust as a Co-opted Governor.

4. Term of office

4.1 The term of office for any Governor shall be four years, save for the Principal of the Academy who shall remain a Governor until they cease to work as the Principal of the Academy.

4.2 Subject to remaining eligible to be a particular type of Governor, any person may be re-appointed or re-elected to the LGB.

5. Resignation and removal

5.1 A person serving on the LGB shall cease to hold office if:

- a) they resign their office by giving notice in writing to the Governance Officer of the LGB
- b) the Principal or a staff Governor ceases to work at the Academy
- c) the Trustees terminate the appointment of a Governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the Academy. Input would also be sought from the Chair of the LGB
- d) The Governor fails to attend three consecutive meetings without prior consent been given by the Chair.

5.2 For the avoidance of doubt, a parent Governor shall not automatically cease to hold office solely by reason of their child ceasing to be a student at the Academy.

6. Disqualification & Removal of Governors of the LGB

6.1 A person shall be ineligible for appointment to a Local Governing Board and, if already appointed, shall immediately cease to be a member if the relevant individual:

6.1.1 Are aged under 18 at the date of their election or appointment

6.1.2 Are a current pupil at an academy in the trust

6.1.3 Have been declared bankrupt or, are the subject of a bankruptcy restrictions order or an interim order

6.1.4 Have had their estate seized for the benefit of creditors and the declaration of seizure hasn't been discharged, annulled or reduced

6.1.5 Are disqualified under the Company Directors Disqualification Act 1986

6.1.6 Are subject to an order made under section 429 (2) (b) of the Insolvency Act 1986, which is failure to pay under county court administration order

6.1.7 Are disqualified from being a trustee due to any provision in the Companies Act 2006

- 6.1.8 Are disqualified from acting as a trustee due to section 178 of the Charities Act 2011
- 6.1.9 Have been removed as a trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of misconduct or mismanagement in administration of the charity
- 6.1.10 Have been convicted of a serious criminal offence
- 6.1.11 They can also become disqualified from continuing on as a trustee or local governor if they:
 - 6.1.12 Are incapable by reason of illness or injury of managing or administering their own affairs
 - 6.1.13 Are absent, without the permission of the trustees, from all their meetings held within a period of 6 months, and the trustees resolve that their office be vacated (we explain this in more detail below)
 - 6.1.14 is or becomes disqualified from holding office under the Trust's Articles of Association.
 - 6.1.15 is or becomes disqualified from holding office as a Governor of a school or establishment.
 - 6.1.16 is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people.
 - 6.1.17 is barred from any regulated activity relating to children.
 - 6.1.18 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.
 - 6.1.19 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).
 - 6.1.20 has been fined for causing a nuisance or disturbance on school/establishment premises during the 5 years prior to or since appointment or election as a Committee member.
 - 6.1.21 refuses to an application being made to the Disclosure and Barring Services (DBS) for a criminal records check.
 - 6.1.22 commits a serious breach of the Trust's Code of Conduct or any standing order or protocol implemented by the Board.
 - 6.1.23 is absent, without apologies accepted by the LGB, from all their meetings held within a period of four months and the LGB members in consultation with the Trust Board Chair/s resolve that the office be vacated.
 - 6.1.24 resigns their office by notice in writing to the relevant Chair.
 - 6.1.25 in the case of a Principal, they cease to be the Principal.
 - 6.1.26 term of office expires and they are not reappointed.
- 6.2 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.

7. Appointment and removal of Chair and Vice Chair

- 7.1 The Chair and Vice Chair of the LGB shall be appointed by the Trustees and may be removed from office by the Trustees at any time.
- 7.2 The term of office of the Chair and Vice Chair shall be one year. Subject to remaining eligible to be a Governor, any Governor may be re-appointed as Chair or Vice Chair of the LGB.
- 7.3 The Chair and Vice Chair may at any time resign their office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:
 - a) they cease to serve on the LGB
 - b) they fail to comply with clause 5.1
 - c) they are employed by the Trust; or
 - d) In the case of the Vice Chair, they are appointed to fill a vacancy in the office of the Chair
- 7.4 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the Governors of the LGB shall elect one of their members to act as Chair for the purposes of that meeting.

8. Committees

- 8.1 Subject to the prior agreement of the Trustees, the LGB may establish other subcommittees (or working groups) who may include individuals who are not members of the LGB, provided that such individuals are in a minority. Terms of reference should be created for any additional committee which must comply with the Scheme of Delegations and policies approved by the Trustees.
- 8.2 The Chair of each subcommittee shall be the person so designated by the Governors in appointing its members. If the Governors should omit to make such a designation, the subcommittee may appoint its chairman at the first meeting of the Academy year.

Annex 2 – Proceedings of the LGB

1. Meetings

- 1.1 The LGB shall meet at least once in every term and shall hold other meetings as may be necessary.
- 1.2 Meetings of the LGB shall be convened by the Governance Officer to the LGB, who shall send the Governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.
- 1.3 Any Governor shall be able to participate in meetings of the Governors by telephone or video conference provided that they have given reasonable notice to the Governance Officer of the LGB and that the Governors have access to the appropriate equipment.
- 1.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.

2. Quorum

The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the Governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of Governors of the LGB at the date of the meeting, which must include at least one Governor appointed by the Trust. Staff representation shall not exceed 33% representation in any decision making.

3. Voting

- 3.1 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the Governors present and entitled to vote on the matter. Every Governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A Governor may not vote by proxy.
- 3.2 Any Governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which their remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the Governors shall be valid and effective as if it had been passed at a meeting of the Governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed the whole Governing Board. This outcome should be noted in the minutes of the next LGB meeting.

4. Conflicts of Interest

- 4.1 Any Governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as defined below) which conflicts or may conflict with their duties as a Governor of the LGB shall disclose that fact to the LGB as soon as they become aware of it. A person must absent themselves from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.2 A Governor of the LGB has a Personal Financial Interest if they, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the Governor or any person living with the Governor as their partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.
- 4.3 All Governors must register business interests annually in line with the Academy Trust Handbook, 5.45 – 5.48.
- 4.4 In the interests of transparency and in line with 5.48 of the Academies Trust Handbook the Academy trust will publish up to date information on its website regarding each Governor.

5. Minutes of meetings

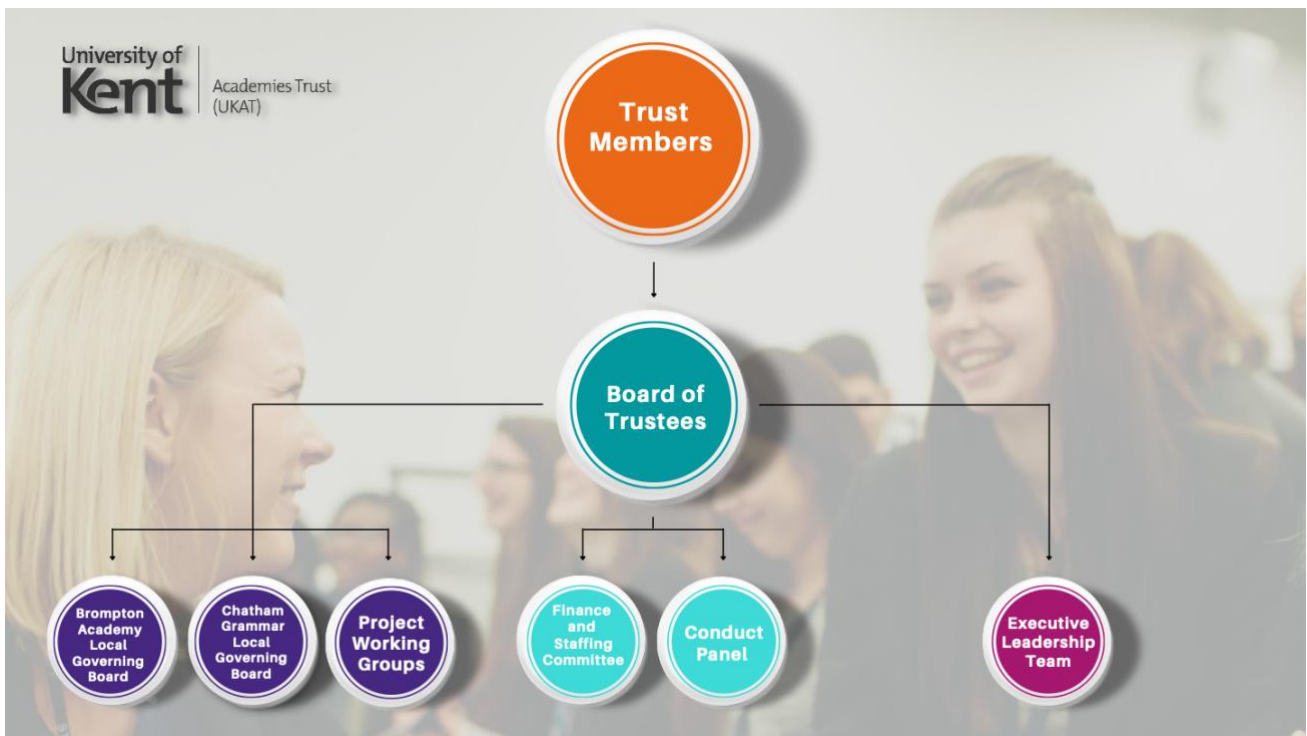
- 5.1 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 5.2 Any confidential items should be minuted separately and agreed under a separate item of business.
- 5.3 The Governance Officer to the LGB shall ensure that a copy of the agenda for every meeting of the Governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Company Secretary of the Trust.

Annex 3 – Scheme of Delegation

The UKAT Scheme of Delegation can be viewed by clicking the below link

<https://app.iamcompliant.com/policy/preview/3580/AKSuYXHQMAWlviCy>

Annex 4 – Governance Structure



Adopted by resolution of the Trust Board – (dated)

Approved By:

Signed:

Date:

Date of next review: