ADMISSIONS COMMITTEE – LOCAL GOVERNING BODY TERMS OF REFERENCE	
Constitution: The Admissions Committees are established to oversee and make decisions regarding pupil admissions in accordance with the Trust's Admissions Policy, statutory guidance, and the School Admissions Code. The Committees ensure fair, transparent, and consistent application of admissions criteria across the Trust's academies.	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership: The Committee shall consist of at least three Academy Councillors from the Trust.

In attendance:
Deputy Head of Governance
Academy Principals (or other Senior Leader as delegated by the Academy Principal) as required
Admissions and Governance Administrator

Terms of office: Membership and attendance rights permitted in accordance with the post held

Chair: A Chair will be appointed at the start of each meeting.

Clerk: The meeting is clerked by the Admissions and Governance Administrator. In their absence a member of the Governance Team will provide cover.

Quorum:
The quorum is 3

Frequency of Meetings:
Weekly (term time only plus the last Friday of the summer closure period), or as required to fulfil the duties of the Admissions Authority. Meetings will be held via Teams; individual members join remotely and shall be regarded as present at the meeting.

Minutes:
Minutes are shared with the chair for review/approval. They will be made available online on Governor Hub, for committee members to approve after the meeting.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

Authority:

The Committee is authorised by the Trust Board to:

- Make decisions on individual admissions cases, including in-year admissions and out of normal age group requests.

Role

- The committee shall meet weekly or as required to fulfil the duties of the Admissions Authority. Meetings will be quorate if 3 members are present.

- Notices of meetings shall contain information relating to venue, time, date and agenda. Papers for meetings shall be circulated ahead of the meeting. At the next committee meeting the decision will be formally ratified and recorded in the minutes.
- Decisions of the Committee shall be taken by resolution and recorded in the minutes. Where a consensus cannot be agreed, the Chair may request a vote on a show of hands, in which case each Committee Member shall have one vote.
- The admission of children with an Education, Health and Care plan or under Fair Access Protocol are covered by different admission regulations. Where a school has been named in an EHCP, a place will be allocated for these children before considering other applications. The Committee has no executive powers other than those set out in these terms of reference.

Duties

The Committee will:

- Consider and decide on individual admissions cases, including:
    - In-year admissions
    - Out of Age Range requests
    - Exceptional circumstances
- Monitor compliance with statutory admissions guidance and the Trust's Admissions Policy.

Policies

The Admissions Committee has no delegated authority from the Trust Board to approve policies.

Standing Agenda Items

The Academy Councils will review at every meeting:

- In year applications for places at the Academy including Out of Age Range applications

AUDIT AND RISK COMMITTEE - TERMS OF REFERENCE	
Constitution: The Board hereby resolves to establish a sub-committee of the Board called the Audit and Risk Committee. It is a sub-committee of the Board.	
Approved by the Board of Trustees	October 2026
Next review date:	October 2027

Membership and Administration

Membership:

The Committee shall comprise a minimum of four individuals with relevant expertise, the majority of whom must be serving Trustees. All Committee members shall be appointed by the Board. The Board may also appoint individuals who are not serving Trustees (including former Trustees) where this would add value to the Committee's work, provided that a majority of the Committee's membership are serving Trustees at all times, in accordance with the Articles of Association.

In Attendance:

The CEO in the role of Accounting Officer
Head of Governance
The Chief Operating Officer
Finance Director
Deputy Finance Director
The appointed auditor
The internal audit lead normally attend meetings of the sub-committee.
Board members who are not members of the sub-committee have the right of attendance.

Terms of office:
Membership and attendance rights permitted in accordance with the post held.

Chair:
A board member appointed by the Board, excluding the Chair of the Board or the Finance lead. Appointment is made annually and reviewed at the Members Review Day. The maximum term for the chair is 4 years.

Clerk:
Clerk to the CLF Board (or nominee).

Quorum:
3 members (two of the three constituting the quorum must be Trustees)

Frequency of Meetings:
At least 3 times per financial year.

Attendance:
Unless previously agreed with the chair, it is expected that all members of this committee will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this committee for attendance of less than 2/3 meetings within a year.

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

The Audit and Risk Committee is an advisory body with the authority to approve the policies listed in the section below but have no wider executive powers. However, it is authorised by the board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries. The Committee will seek to give assurance to the Board that Federation business is conducted in accordance with the law and proper standards; that public money is safeguarded and accounted for correctly; that reasonable steps are taken to prevent and detect fraud and other irregularities.

Requests for work, and reports received, from internal audit will be channelled through the Head of Governance, as client engagement manager for Internal Audit. The Audit and Risk Committee is authorised to obtain independent professional advice if it considers this necessary.

Procurement matters will be brought to the Committee where their financial value and/or organisational impact warrants oversight.

Duties

The specific duties of the Committee shall be:

1. To review the Federation's financial statements to ensure that they reflect best practice;

2. To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff;

3. To consider all relevant reports by the appointed external auditor, including reports on the Federation's accounts, achievement of value for money and the response to any management letters, as part of recommending to the Board the approval of the Federation Annual Report and Financial Statements;

4. To review the effectiveness of the Federation's internal control system established to ensure that the aims of the organisation are achieved, and resources are utilised, in the most economic, effective and efficient manner;

5. To commission an internal audit service and to ensure that this meets the standards specified in the UK Public Sector Internal Audit Standards (PSIAS), and meets agreed levels of service;

6. To consider and advise the Board on the Federation's annual and medium-term audit programme;

7. To consider internal audit reports and the arrangements for their implementation;

8. To review the Federation Risk Register and ensure appropriate action plans are in place in line with the CLF Risk Management Strategy and other relevant policies;

9. To provide appropriate scrutiny of financial transactions as set out in the Financial Regulations and Scheme of Delegation; to receive and consider the Finance Director's report on exceptions to the Financial Regulations, the Fraud Register, Gifts and Hospitality Register, Register of Interests;

10. Annual reviews of gifts and hospitality Register;

11. To consider any other matters where requested to do so by the Board;

12. To report at least once a year to the Board on the discharge of the above duties**;**

13. To conduct annual assessments of the quality and effectiveness of the external and internal audit provision to direct service improvement.

Policies

The Audit and Risk Committee has delegated authority from the Trust Board to approve the following policies in line with the policy tracker:

- Anti-Fraud Policy
- Complaints
- Freedom of Information
- Gifts and Hospitality
- Records Retention
- Data Protection Policy

Standing Agenda Items

The Audit and Risk Committee will review at every meeting:

- The full risk register
- Instance of fraud
- Internal audit reports

CHAIRS OF ACADEMY COUNCIL (COAC) - TERMS OF REFERENCE	
Constitution: The Trust's Articles of Association define the constitution of a reference group to be known as the Chairs of Academy Council (COAC).	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:
One CLF Board Trustee who will act as Chair
Academy Council Chairs (or their nominee)

Members are required to make known if they or a person with whom they have a close connection (e.g. spouse/partner or child) has a personal interest (be it financial or otherwise) in a matter before the Group.

In Attendance:
Board Representation
Deputy CEO
Executive Director of Education / EP Representatives
Head/Deputy Head of Governance
The Committee may invite other CLF or external colleagues to attend as appropriate.

Terms of office:
Membership and attendance rights permitted in accordance with the post held.

Chair:
A Trustee appointed by the CLF Board.

Clerk:
Clerk to the CLF Board (or nominee)

Quorum:
The quorum is 6 members.

Frequency of Meetings:
At least three times per year plus the strategic meeting at the start of the year. In the event of the Chair being absent, the Vice-Chair will lead the meeting.

Attendance:
Members of this committee will attend and participate in meetings on a regular basis. Where a member cannot attend, they should seek to identify a suitable delegate from their Academy Council to attend in their place.

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed by them, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

Authority:

The COAC is a reference group , authorised to conduct business within its terms of reference.It should draw upon the expertise, professional governance work, diagnosis and analysis undertaken
by the CLF Executive Team to support it in executing its role. It may also seek any information it requires from Executive and Central Team staff, who are requested to co-operate with the Committee in the conduct of its work. Requests to be channeled through the Chair.

Role

- Ensure Academy Councils are kept up to date on CLF developments and expectations on the core business of Academy Councils in driving academy improvement *(ie: AIP templates, target setting, scrutiny)*
- A key function of the COAC is to provide a two-way line of communication from Academy Councillors through Academy Council Chairs to the CLF Board
- Review the progress of CLF trails and contribute to discussions on pan-federation strategic development

Duties

The specific duties of the Committee shall be:

The specific duties of the group shall be:

1. To engage in training or coaching that will support the performance of Academy Councils and to promote and support the sharing of good practice;
2. To consider actions delegated from the CLF Board and make appropriate decisions or recommendations;
3. To prioritise items to be escalated for action by the CLF Board or other CLF committees;
4. To act in accordance with the CLF Delegated Authority Framework;
5. To review reports relating to the business of the CLF Board/Executive Team and ensure dissemination to the Academy Councils;
6. To review membership of Academy Councils, identify vacancies and highlight membership related matters to the CLF Board. To approve removal of Academy Councillors and report to the CLF Board;
7. To review the Academy Councillor training and mentoring programmes;
8. Set up working groups and support networks as and when required;
9. To review and approve relevant CLF policies as defined in the Scheme of Delegation;
10. Review feedback from relevant external scrutiny (including OFSTED, RD and DfE) relating to Academy Council business and other relevant governance matters;
11. To collate, review and identify themes from the annual Academy staff, student and parent surveys;
12. To report at least once a year to the CLF Board on the discharge of the groups duties;
13. To carry out any other duties as may be required by the CLF Board.

Policies

The COAC has no delegated authority from the Trust Board to approve policies.

Standing Agenda Items

The COAC will review at every meeting:

- Governance
- Education and Strategy

CLF BOARD OF TRUSTEES TERMS OF REFERENCE	
Constitution: In accordance with the Trust's Articles of Association (the Articles), the Cabot Learning Federation is governed by a Board of Trustees.	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:
As defined in the Articles the number of Trustees shall be not less than three but not subject to any maximum.

These Trustees shall consist of:

- Up to 12 Trustees appointed by the members.
- A minimum of 2 Parent Trustees if there are no Local Governing Boards established or if no provision is made for at least 2 Parent Local Councillors on each established Local Governing Board;
- Additional Trustees appointed by the Secretary of State (in accordance with the Articles).

Terms of office:
4 years (maximum of 2 terms to be served after which a 1 year break is required)

Attendance:
Unless previously agreed with the Chair, it is expected that all members of this group will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this group for non-attendance over a period of 6 months, or attendance of less than 2/3 meetings within a year

Chair:
At the first meeting of each school year the Trustees shall elect a chair and vice-chair from among their number. For the Academic Year 2026/27 the Chair is Amanda Coffey and the Vice-Chair is Rachel Mortlock.

Clerk: The Head of Governance (as the Trust's Governance professional) shall appoint a clerk on behalf of the board.

Quorum:
7 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.

Frequency of Meetings:
At least 6 times per school year.

Minutes:
To be shared with the Chair and CEO within two weeks of the meeting and once agreed by them, will be published on Governor Hub. A link to the minutes will be shared with trustees and meeting attendees once they are available to view. Minutes will then be approved by trustees at the next board meeting and published on the CLF website.

Authority and Scope

Authority:
As a charity and company limited by guarantee, Cabot Learning Federation, or CLF, (the "Company") is governed by a board of Trustees (the "Trustees") who are responsible for, and oversee, the management and administration of the trust and the academies run by the trust.

The Trustees are accountable to the Department for Education (DfE) and external government agencies, including the Charity Commission, for the quality of the education they provide and the effective use of the associated

academy funding. They are required to have systems in place through which they can assure themselves of quality, financial probity, safety and good practice.

The Board may delegate some (but not all) of its decision-making powers to Executives and to Board committees. CLF has published a Delegated Authority Framework which is reviewed annually.

Duties

The specific duties of the Committee shall be:

1. Setting the strategic direction of the Federation, ensuring it is in line with the vision and values that underpin the CLF;

2. To determine the educational character, ethos and mission of the trust;

3. To approve the trust annual and strategic plans and review annually;

4. Setting the policy framework for the Federation;

5. To oversee the performance of the trust, including the management of risk;

6. To approve new academies or sponsors entering into the CLF;

7. To enter into funding agreements, leases and other legal arrangements subject to the delegated authority framework;

8. To ensure that all academies in the trust are effectively challenged and supported to maximise outcomes of children and young people who attend trust academies;

9. To routinely receive reports from the Executive and subcommittees at board meetings in order to review regularly outcomes and impact against key performance indicators as identified in the trust's strategic plan, challenging and supporting the trust's senior officers and academy leaders to achieve best value in terms of impact, outcomes, quality and cost;

10. To ensure compliance with the trust's duties under company law and charity law and agreements made with the Department for Education (DfE) including Master Funding Agreement and Supplemental Funding Agreements;

11. To ensure effective consultation and communication with all constituent parts of the trust;

12. Ensuring strong and robust governance, reviewing its own effectiveness regularly and agreeing appropriate actions to improve its performance. Specifically:

- To provide details of the trust's governance arrangements in the governance statement published as part of the annual accounts;
- To approve the trust board's terms of reference and scheme of delegation and keep them under regular review;
- To approve the terms of reference of the subcommittees and scrutiny groups and keep them under regular review;

13. The trust board is responsible for ensuring that the trust's funds are used only in accordance with the law, its articles of association, its funding agreement and the Academy Trust Handbook and ensure the solvency of the trust. Specifically:

- To ensure that the trust is operating effective internal financial controls, and utilise the service of an internal auditors to provide advice and assurance (the appointment and utilisation of internal auditors is delegated to a sub-committee);
- To approve the trust's annual budget and keep it under regular review by receiving feedback from the Finance Sub-Committee at Board meetings;
- To approve the annual top-slice for the purposes of funding central leadership and operations and to ensure that these provide ongoing value for money;
- To approve the annual accounts and submit to the funding and regulatory agency and Companies House in line with the statutory deadlines;
- To receive the content of the annual report from the trust's auditors via Audit and Risk Committee and take the appropriate actions to respond positively to any recommendations;
- To approve any borrowing proposals;

14. To oversee employment related matters, specifically:

    - To approve trust wide employment policies for all trust employees;
    - To appoint the CEO and Chief Financial Officer, and via partial delegation the Executive Team and Academy Principals;
    - Via partial delegation to approve restructuring proposals on the recommendation of the People Sub-Committee;
    - To hear appeals against executive decisions;
    - To agree settlement agreements in line with the requirements of the Financial Regulations;

15. To approve the trust health and safety policy and review its implementation annually;

16. To ensure effective child protection and safeguarding, including approving the trust's safeguarding policy and keeping it under regular review;

17. To determine the admissions arrangements for all academies to keep these under review.

Policies

The CLF Board has authority to approve the following policies in line with the policy tracker:-

- Attendance
-
- Health and Safety
- Reserves
- Sub-Contracting
- Safeguarding
- SEND

Standing Agenda Items

The following procedural items will be included on each CLF Board Agenda :

- Declaration of interests in relation to items on the agenda
- Apologies and whether they are accepted
- Minutes of last meeting
- Reports to/ from the board or relevant committee
- Policies for review in line with trust's policy schedule or as required

EDUCATION SCRUTINY COMMITTEE - TERMS OF REFERENCE	
Constitution: The Board hereby resolves to establish a sub-committee of the Board called the Education Scrutiny Committee. The Education Scrutiny Committee via a group of additional sub-committees, performs the function of scrutinising the performance of: a. The Education Executive Team of the CLF b. The academies and educational provisions of the CLF	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:
The Education Scrutiny Committees have up to 20 members. The Committees will include at least 1 Trustee and 1 member with relevant external expertise required to carry out its functions. The Academy Scrutiny Panel is split into phases with defined membership for each.

The groups are determined as follows:

Executive Scrutiny and MS Primary
7 Members

Executive Scrutiny and MS Secondary
6 Members

Executive Scrutiny and Specialised
7 Members

In Attendance:
Unless previously agreed with the chair, it is expected that all members of this committee will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this committee for non-attendance over a period of 6 months.

Terms of office:
Membership and attendance rights permitted in accordance with the post held

Chair:
A board member excluding the Chair of the Board.

Clerk: Clerk to the CLF Board (or nominee)

Quorum:
3 members

Frequency of Meetings:
Academy Scrutiny: 12 times per academic year
Executive Scrutiny: 3 times per year.

Minutes:

To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

Review

These terms of reference will be reviewed on an annual basis.

Authority and Scope

Authority:

The Education Scrutiny Committee structure is established to consider the educational risks of the Federation and to provide scrutiny on behalf of the Board both of the strategic ambitions and overall educational performance of the trust, and of each of the individual academies and provisions.

It has no executive powers, however, it is authorised by the Board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to cooperate with the sub-committees in the conduct of their inquiries.

Please refer to Appendix 1 for guidance on the operation of the sub-committee**s**

Duties

The specific duties of the Committees shall be:

1. Risk Register review and focus on specific academies on the basis of educational risk;
2. To monitor the progress of achievement and attainment;
3. Assessing and evaluating the role of the Executive Team in the academy improvement agenda;
4. Assessing and evaluating the quality and impact of educational leadership performance and development across the CLF;
5. Assessing and evaluating the strategies for supporting students vulnerable to under achievement within CLF academies;
6. Reviewing and challenging attendance, behaviour and exclusion data for academies;
7. Overseeing and assessing the impact of shared CLF provision such as Post-16 and Snowdon Village;
8. Understanding and challenging the self-evaluation judgements for each academy.

Policies

The Education Scrutiny Committee does not have delegated authority from the Trust Board to approve policies.

Standing Agenda Items

The Education Scrutiny Committee will review at every meeting:

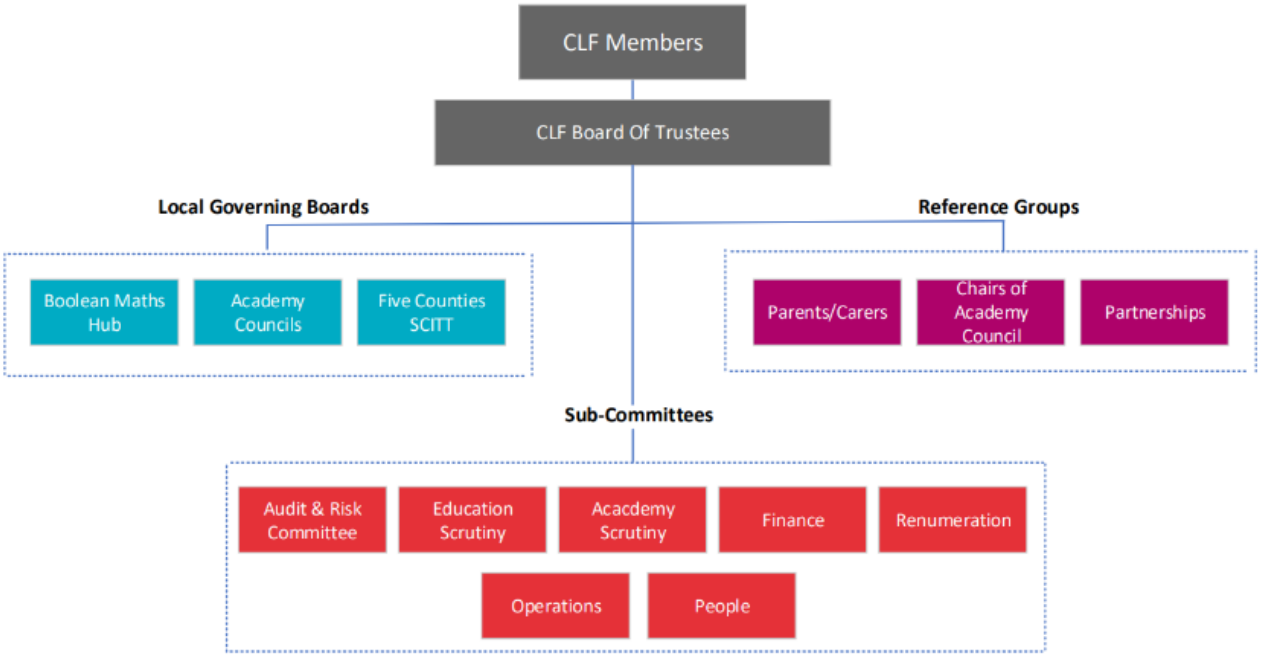
- Performance Outcomes
- Focus for School Improvement

Appendix One – Guidance on the operation of the Education Scrutiny Committee

Academy Scrutiny

The Education Scrutiny Committees are organised on a phase basis and will meet 12 times per year to consider the performance of individual academies and educational provisions. The role of these committees is to scrutinise and hold Academies accountable for their educational performance, specifically the effectiveness of leadership and management, including the effectiveness of the governance provided by the Academy Council.

Governance Structure



The committees will record their findings and make specific recommendations against a range of indicators, focusing predominantly on the following areas:

- Data and analysis relating to pupil progress and achievement, both in terms of historical trends and specifically relating to current progress.
- The degree to which an academy is cognisant of key trails and areas to improve
- The measures it is taking to address these areas
- Indications that the leadership of the academy is driving improvements in these areas
- The impact of accountability structures and mechanisms (Academy Council, 1:1 meetings, etc)
- Issues that affect the CLF as a whole
- How the academy is addressing improvement themes that have been identified as priorities across the trust
- How the CLF as a whole is contributing to the improvement agenda in this academy

- How the academy is contributing to the broader CLF improvement agenda
- The impact of improvement priorities on training, the work of the CLF Institute, etc
- How the CLF & individual schools are responding to the national agenda, (eg: Safeguarding / Prevent, the latest Ofsted framework, SEN Code of Practice, curriculum, assessment and accountability changes, etc.)

Organisation

A scrutiny calendar will be designed and agreed with the Education Scrutiny Committee at the beginning of the academic year. This will outline the order in which academies will present to the committee; the order will be informed by the relative risk as determined by performance data and/or other performance indicators, such as reviews, inspections, stakeholder feedback, etc. Communicating the program at the start of the year will support diary and improvement planning timelines. However, the committees need to be able to change the academies involved in any scrutiny event in response to developments in the course of the year. Where a change to the published running order is deemed necessary, academies involved will be given at least one week's notice to be able to update any documentation before submitting it to the committee.

Education Executive Team Scrutiny

The Education Scrutiny Committee will meet at least twice per year to consider the performance of the Education Executive Leadership Team. The role of this committee will be to investigate the performance of the Executive in addressing the improvement priorities identified at Trust and individual academy level. The committee will record its findings and make specific recommendations against a range of indicators, focusing predominantly on the following areas:

- Data and analysis relating to pupil progress and achievement, both in terms of historical trends and specifically relating to current progress.
- The impact of the Education Executive Team, the CLF central team and by extension the CLF Institute on the pace and sustainability of academy improvement.
- Issues that affect the educational performance of the CLF as a whole
- How the CLF & individual schools are responding to the national agenda,

Academy Scrutiny

During the meeting, the committee will bring challenge to the academy principal and the chair of council designed to test the steps that have been taken to improve the academy. There will be a deliberate focus on the manner in which the council holds the principal and other staff to account for overall performance and specifically with regard to the foci that have previously been identified by the scrutiny committee in the past.

Information submitted in advance

The committee will consider the following information in advance of the meeting. All paperwork should be received by the committee members at least a week in advance of the scrutiny meeting:

- The recommendations from reviews/meetings including: ARMs, ARVs, the previous Scrutiny Committee and external reviews eg: Ofsted
- Education Executive Report
- Academy Self-Evaluation (SEF)
- Academy Improvement Plan (AIP)
- An update with regard to pupils' current performance data

- The most recent Academy Council minutes and accompanying Academy Council Report since the previous scrutiny event
- Any recent Ofsted report (inspection carried out since the previous scrutiny event.

Follow up

The committee will record recommendations for future action or prioritisation to be undertaken by:

- The Academy leadership
- The Academy Council
- The Executive Leadership Team

At subsequent scrutiny events, the committee will seek evidence of how previous recommendations have been addressed.

Organisation

The CLF governance calendar will identify the dates of the Executive Scrutiny events at the beginning of the year. If necessary, these events can be converted to Academy Scrutiny Committee events. In such cases, both the committee and the academies involved will be given at least one week's notice to be able to update any documentation before submitting it to the committee. During Executive Team scrutiny meetings, the committee will bring challenge to the CEO and the Education Executive Team designed to test the steps that have been taken to improve the performance of the Trust and its academies. The committee will also bring challenge to the CEO and the Education Executive to account for overall performance with regard to the foci that have previously been identified by the scrutiny committee in the past and for the information and evidence that is presented to and shared with the Board.

There will be a deliberate focus on recommendations and actions that have previously been identified by the scrutiny committee in the past.

Information submitted in advance

The committee will consider the following information in advance of the meeting. All paperwork should be received by the committee members at least a week in advance of the scrutiny meeting:

- Dashboards detailing pan-federation performance.
- The minutes of the previous Executive Scrutiny Committee meetings
- Reports from the Deputy CEO and the Director of the CLF Institute
- CLF Improvement Plan
- Any relevant external reports

Follow up

The committee will record recommendations for future action to be undertaken by:

- The Education Executive Leadership Team
- The CLF Board
- The Academy Council

At subsequent scrutiny events, the committee will seek evidence of how the previous recommendations have been addressed.

FINANCE COMMITTEE TERMS OF REFERENCE	
Constitution: The Finance Committee is a sub-committee of the Board.	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:

The Committee shall comprise a minimum of three individuals with relevant expertise in Finance the majority of whom must be serving Trustees, including the Chair of the Board. All Committee members shall be appointed by the Board. The Board may also appoint individuals who are not serving Trustees (including former Trustees) where this would add value to the Committee's work, provided that a majority of the Committee's membership are serving Trustees at all times, in accordance with the Articles of Association.

In Attendance:
Chief Executive Officer (as Accounting Officer)
Chief Operating Officer (as Chief Finance Officer)
Finance Director
Deputy Finance Director
Senior Finance Manager
Academy Principals / Chairs /Finance Managers will be invited for specific academy discussions.
Other external advisors as required.

Terms of office:
N/A

Chair:
The Board representative or their nominee.

Clerk: Clerk to the CLF Board (or nominee).

Quorum:
3 including at least two Board representatives

Frequency of Meetings:
3 Meetings a year.

Unless previously agreed with the chair, it is expected that all members of this group will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this group for non-attendance over a period of 6 months, or attendance of less than 2/3 meetings within a year.

Minutes: To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

Authority:

The Finance Committee does not have any authority delegated to it from the Board, other than those authorities already delegated to the Executives. It will review the current financial position and future financial forecasts of the CLF and escalate any issues of significant risk to the CLF Board.

Duties

The specific duties of the Committee shall be:

1. To review the financial risks of the CLF, to ensure that relevant mitigation plans are being implemented effectively; and to review the financial risks contained in the CLF corporate risk register, escalating matters to the Board where appropriate;

2. To review management accounts and financial forecasts and to ensure that short-term interventions or longer-term savings or development plans are developed where necessary;

3. To consider CLF's funding and draft budgets, drawing any issues of significance to the attention of the Board;

4. To review capital expenditure (in conjunction with recommendations of the Operations Committee) and use of reserves plans and monitor expenditure against agreed plans;

5. To review the detail of the annual financial statements in conjunction with the delegated duties of the Audit and Risk Committee;

6. To discuss any changes of the related financial policy (e.g. treasury management, financial regulations, reserves policy etc.) in order to be able to make relevant recommendations to the Board;

7. To monitor cash-flow and CLF's investments, making appropriate recommendations to the Board for changes to investment arrangements;

8. To discuss and resolve or escalate any other issues of a financial nature.

Policies

The Finance Committee has delegated authority from the Trust Board to approve the following policies in line with the policy tracker:

- Charging and Remissions
- P16 Bursary
- Treasury Management

Standing Agenda Items

The Finance Committee will review at every meeting:-

- Most recent set of management accounts
- Risk Register

GROWTH AND DEVELOPMENT COMMITTEE- TERMS OF REFERENCE	
The Board has established a sub-committee of the Board known as the Growth and Development Committee	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:
The Committee shall comprise a minimum of three individuals with relevant expertise, the majority of whom must be serving Trustees. All Committee members shall be appointed by the Board. The Board may also appoint individuals who are not serving Trustees (including former Trustees) where this would add value to the Committee's work, provided that a majority of the Committee's membership are serving Trustees at all times, in accordance with the Articles of Association.

Attendance:
Unless previously agreed with the chair, it is expected that all members of this committee will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this committee for non-attendance over a period of 12 months.

Terms of office:
Membership and attendance rights permitted in accordance with the post held.

Chair:
A Board Trustee excluding the Chair of the Board.

Clerk: Clerk to the CLF Board (or nominee).

Quorum:
3 including at least two Board representatives

Frequency of Meetings:
At least twice a year, more as required

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

Authority:
The Growth and Development Committee receives updates on opportunities for growth and future development of the trust, conducts thorough reviews of both current and future growth proposals, and provides recommendations to the board based on discussions and findings.

Duties

The specific duties of the Committee shall be:

1. To discuss and recommend growth plans that are aligned with the CLF mission and vision;
2. Review and assess current and future growth proposals;
3. Identify potential risks associated with growth strategies;

4. Prepare updates for the Board, including recommendations for approval;

Policies

The Growth and Development Committee does not have delegated authority from the Trust Board to approve policies.

Standing Agenda Items

The Growth and Development Committee will review at every meeting:

- Landscape developments related to trust growth and development
- Review of any recent growth
- Current live growth projects
- Due diligence reports
- Future growth proposals

OPERATIONS SUBCOMMITTEE TERMS OF REFERENCE	
The Operations Group is a sub-committee of the Board.	
Approved by the Board of Trustees:	October 2026
Next Review Date	October 2027

Membership and Administration

Membership:

The Committee shall comprise a minimum of three individuals with relevant expertise, the majority of whom must be serving Trustees. All Committee members shall be appointed by the Board. The Board may also appoint individuals who are not serving Trustees (including former Trustees) where this would add value to the Committee's work, provided that a majority of the Committee's membership are serving Trustees at all times, in accordance with the Articles of Association.

Attendance:
Director of IT
Director of Estates and Facilities
Deputy Director of Estates and Facilities
Head of IT Operations
IT Project Engineer
Head of Health & Safety
Estates Manager

Unless previously agreed with the chair, it is expected that all members of this group will attend and participate in meetings on a regular basis.

Terms of office:
N/A

Chair:
The Board representative or their nominee.

Clerk: Clerk to the CLF Board (or nominee)

Quorum:

3 including at least two Board representatives

Frequency of Meetings:
At least 3 meetings per annum

Unless previously agreed with the chair, it is expected that all members of this group will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this group for non-attendance over a period of 6 months, or attendance of less than 2/3 meetings within a year.

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

To be circulated to members of the committee and published on Governor Hub for the CLF Board and CLF Executive team.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

Authority:
The Operations Group does not have any authority delegated to it from the Board, other than those authorities already delegated to the executive. It will review progress against CLF plans in these areas, assess new projects, and review the work of related Project Steering Groups (PSG) to make recommendations to the Board.

Procurement matters will be brought to the Committee where their financial value and/or organisational warrants oversight

Duties

The specific duties of the Committee shall be to:

- Scrutinise the organisation's operations in relation to Health and Safety, Estates and Information Technology.
- Review the related CLF risks
- Monitor health and safety issues.
- Review progress against improvement plans, and annual investment.
- Acknowledge the formation of Project Steering Groups and procurement for projects requiring Board level authorisation.
- Review strategic priorities and future challenges.
- Review related policy updates and procurement papers for Board approval, taking place outside normal meeting cycles where necessary.
- Escalate relevant matters to the Board.

Policies

The Operations Group has delegated authority from the Trust Board to approve the following policies in line with the policy tracker:

- Information Security
- Premises Management Policy

Standing Agenda Items

The Operations Group will review at every meeting:

- Risk Register
- Estates maintenance and WAFES update + Capital works over 50k review
- IT Progress against Operational Plan
- Estates Progress against Operational Plan
- H&S performance against the annual H&S Plan

PARENTS/CARERS TERMS OF REFERENCE	
Constitution: The Parents/Carers Group provides a forum for constructive dialogue between families and the MAT, ensuring that the voices of parents and carers are heard and considered in decision-making processes. The group supports the Trust's commitment to transparency, collaboration, and continuous improvement in educational outcomes and pupil wellbeing.	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:
Three Trustees of the Board

Terms of office:
Membership and attendance rights permitted in accordance with the post held.

In Attendance:
Education Director
Deputy Head of Governance
Parents/Carers

Chair:
A Board Trustee excluding the Chair of the Board

Clerk: The Head of Governance (as the Trust's Governance professional) shall appoint a clerk on behalf of the board.

Quorum:
2 Members

Frequency of Meetings:
3 times per school year

Unless previously agreed with the chair, it is expected that all members of this group will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this group for non-attendance over a period of 6 months, or attendance of less than 2/3 meetings within a year.

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with trustees and meeting attendees once they are available to view.

Authority and Scope

Authority:
The Parents/Carers Group operates in an advisory capacity, providing insights and recommendations to the Trust's leadership. While it does not hold decision-making powers, its contributions are valued and may influence Trust policies, strategies, and practices relating to family engagement and pupil experience.

Duties

The specific duties of the Committee shall be:

1. To represent the views and experiences of parents/carers across the Trust's academies.
2. To provide feedback on Trust-wide initiatives, policies, and communications.
3. To contribute to the development of inclusive and effective family engagement strategies.

4. To support the Trust in identifying areas for improvement from a parental perspective.
5. To act as a consultative body on matters affecting pupils and families.

Policies

The Parents/Carers Reference Group does not have delegated authority from the Trust Board to approve policies.

Standing Agenda Items

The Parents/Carers Reference Group will consider at each meeting:

- **Trust Updates -** key updates from the Executive Leadership Team or Board and updates on Trust-wide initiatives or priorities.
- **Feedback from Academies –** summary of parental feedback gathered at academy level and emerging themes or concerns from across the Trust.
- **Review of Communications -** clarity, accessibility, and effectiveness of messaging.
- **Feedback** - on family engagement strategies or inclusion initiatives.
- **Celebrating Success -** sharing positive stories or examples of effective family engagement.

PARTNERSHIPS TERMS OF REFERENCE	
Constitution: The Partnerships Reference Group exists to support the MAT's strategic aim of fostering strong, sustainable, and values-led partnerships with external organisations, educational institutions, and community stakeholders. The Group will advise the Trust Board and Executive Team on partnership opportunities, risks, and alignment with the Trust's mission and values.	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:
Three Trustees of the Board

Terms of office:
Membership and attendance rights permitted in accordance with the post held.

In Attendance:
Deputy CEO
Education Director
Deputy Head of Governance
Partnerships Manager

Chair:
A Board Trustee excluding the Chair of the Board

Clerk: The Head of Governance (as the Trust's Governance professional) shall appoint a clerk on behalf of the board.

Quorum:
2 Members

Frequency of Meetings:
3 times per school year

Unless previously agreed with the chair, it is expected that all members of this group will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this group for non-attendance over a period of 6 months, or attendance of less than 2/3 meetings within a year.

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with trustees and meeting attendees once they are available to view.

Authority and Scope

Authority:
The Partnerships Group is an advisory body and does not hold delegated decision-making powers. It may make recommendations to the Trust Board and Executive Team.

Duties

The specific duties of the Committee shall be:

1. To identify and evaluate potential partnership opportunities that support the Trust's strategic priorities.
2. To ensure partnerships are underpinned by clear governance, mutual benefit, and measurable impact.

3. To monitor the effectiveness and sustainability of existing partnerships.
4. To provide a forum for sharing best practice and innovation across the Trust and its partners.
5. To support the development of partnership frameworks, agreements, and due diligence processes.

Policies

The Partnerships Reference Group does not have delegated authority from the Trust Board to approve policies.

Standing Agenda Items

The Partnerships Reference Group will consider at each meeting:

- New partnership opportunities
- Existing partnership performance
- Risks and issues related to Partnerships (eg reputational, financial, operational)
- Innovation and best practice
- Strategic Alignment (evaluate how partnerships contribute to the Trust's strategic goals and community engagement)

PEOPLE COMMITTEE – TERMS OF REFERENCE	
Constitution: The People Committee is a sub-committee of the Board.	
Approved by the Board of Trustees:	October 2026
Next review date:	October 2027

Membership and Administration

Membership:

The Committee shall comprise a minimum of three individuals with relevant expertise, the majority of whom must be serving Trustees. All Committee members shall be appointed by the Board. The Board may also appoint individuals who are not serving Trustees (including former Trustees) where this would add value to the Committee's work, provided that a majority of the Committee's membership are serving Trustees at all times, in accordance with the Articles of Association.

In Attendance:
Director of HR
Deputy HR Director and/or Head of HR Operations
Principals (1 x secondary/ 1 x primary/1x specialist provision)

Executive team members or other HR advisers may be invited for specific discussions as required.

Terms of office:
N/A

Chair:
The Board representative or their nominee

Clerk: Clerk to the CLF Board (or nominee)

Quorum:
3 including at least two Board representatives

Frequency of Meetings:
At least 3 meetings per annum; more frequently if required.

Unless previously agreed with the chair, it is expected that all members of this group will attend and participate in meetings on a regular basis. The Board may consider the removal of members of this group for non-attendance over a period of 6 months, or attendance of less than 2/3 meetings within a year.

Minutes:
To be shared with the Chair within two weeks of the meeting and once agreed, will be published on Governor Hub. A link to the minutes will be shared with meeting attendees once they are available to view. Minutes will then be approved at the next meeting.

Review:
These terms of reference will be reviewed on an annual basis.

Authority and Scope

The People Group does not have any authority delegated to it from the Board, other than those authorities already delegated to the executive. It will review any issues which impact on our employees and escalate any issues of significant risk to the CLF Board.

Duties

The specific duties of the Group shall be:

1. To review the HR risks of the CLF within the CLF corporate risk register, to ensure that relevant mitigation plans are being implemented effectively, and to escalate matters to the Board as appropriate;

2. To review performance and progress against the People 2030 commitments and Trust winning aspirations for People.

3. To review performance and progress against the delivery of the annual HR plan and to ensure the plan is proactively developing staff wellbeing;

4. To review HR reports and KPIs, including casework summaries, and to escalate any issues of concern to the Board;

5. To review the performance review cycle and the link between performance and reward.

6. To ensure adequate review and update of HR policies (including annual review of pay and performance policies) and procedures, and to make recommendations to the Board in relation to any reviews and the approval of changes to HR policies;

7. To ensure that the CLF is compliant with regards to employment law and regulations - including the provision of statutory training (and that other training plans are implemented effectively) right to work checks and safeguarding (KCSIE);

8. To consider restructure proposals for recommendations to the Board if required;

9. To discuss and resolve or escalate any other issues relating to people and wellbeing.

Policies

The People Group has no delegated authority from the Trust Board to approve policies

Standing Agenda Items

The People Group will review at every meeting:

- HR Plan
- Risk Register - HR