


ACADEMY COUNCILS – TERMS OF REFERENCE		 Cabot Learning Federation
Constitution: The Trust’s Articles of Association provide for each Academy of the Cabot Learning Federation (CLF), to provide local governance arrangements on behalf of the Board.		
Approved by the Board of Trustees:	December 2025	
Next review date:	September 2026	

Membership and Administration

Membership: Up to five Board-appointed councillors, including the Chair and Vice-Chair; two parent councillors; teacher councillor and support staff councillor. In exceptional circumstances, the Academy Council may appoint up to 2 additional Sponsor Councillors to ensure the right skills and capacity of the Council. All Councillors are required to complete a written declaration to confirm they are not disqualified from serving as an Academy Councillor.

Elected councillors: Self-nomination is offered to parents or carers and staff councillors. Should more nominations than positions be received, the Academy should hold an election process.

In attendance: Members of the Academy leadership team as required, members of the Executive Team as required.

Terms of office: 4 years. Academy Councillors may serve no more than 2 consecutive terms of 4 years. Once a Councillor has served 2 terms, they must have a break in service of at least 1 year before reapplying to the same Academy Council. They may, however, transfer to a different Academy Council without a break in service.

Chair: Chair proposals will be reviewed and approved by two named Board Trustees and the Head of Governance. The Academy Council will appoint from their number a Vice Chair.

Link roles: Appoint link roles for Safeguarding, SEND, Disadvantage (including Looked After Children) and Careers (for secondary phase provision only).

Clerk: The Head of Governance will appoint a clerk on behalf of the Academy Council.

Quorum:
The quorum is 3 providing no more than 1 is a staff councillor

Frequency of Meetings:
At least five 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:
Unless previously agreed with the Chair, it is expected that all Councillors will attend and participate in meetings on a regular basis. The Chairs of Academy Council, in conversation with the Governance Team, may consider the removal of Councillors for non-attendance over a period of 6 months, or attendance of less than 4/6 meetings within a year.

Minutes:
To be shared with the Chair for approval 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 and added to the Academy website.

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

Authority and Scope

Authority:

The Academy Council is a local governing board and has a range of powers delegated to it under the CLF Delegated Authority Framework . It should at all times seek to ensure that, in its pursuit of outstanding governance, it is acting in a way that is consistent with the Core Purpose (HEART), Mission, Strategic Plan, policies and protocols of the CLF.

Role

Academy Councils are expected to draw upon the professional governance work, diagnosis and analysis undertaken by the CLF Executive Team when assessing the progress of their academy. It should not seek to duplicate governance taking place elsewhere, but should focus on driving up standards and outcomes in the academy, holding leaders to account for the quality and effectiveness of the academy experience of the students under their care.

To that end Academy Councillors should:

- seek to ensure that the Principal has created a culture that enables pupils and staff to excel. In line with the Core Purpose of the CLF (HEART), the academy should be committed unwaveringly to setting high expectations for the performance and conduct of pupils and staff. Relationships between staff and pupils should be exemplary
- focus on the degree to which the Principal and their team are uncompromising in their ambition, consistently improving outcomes for all pupils, but especially for disadvantaged pupils.
- systematically challenge senior leaders so that the effective deployment of staff and resources, including the pupil premium (as detailed on page 3 of this document), the primary PE and sport premium, Year 7 literacy and numeracy catch-up premium and special educational needs funding, secures excellent outcomes for pupils. Academy Councillors should not shy away from challenging leaders about variations in outcomes for pupil groups and between disadvantaged and other pupils nationally.
- seek to maintain a deep, accurate understanding of the academy's effectiveness informed by the views of pupils, parents and staff. They use this to keep the academy improving by focusing on the impact of their actions in key areas.
- challenge senior leaders to ensure that teaching is highly effective across the academy and that the curriculum is broad and balanced and inspires pupils to learn. This should include pupils' spiritual, moral, social and cultural development and, within this, the promotion of fundamental British values.
- challenge senior leaders to ensure that safeguarding is effective and that the work to protect pupils from radicalisation and extremism is exemplary.
- both support and challenge the Principal and academy leadership to secure the improvements set out in the Academy Improvement Plan (AIP)
- seek any information it requires from the academy, via the Principal or Vice Principal, who are requested to cooperate with the Council in the conduct of its work.

Duties

The specific duties of the Committee shall be:

1. To monitor the implementation and impact of the Academy Improvement Plan, reporting any significant exceptions to the Education Director or Executive Principal;
2. To engage in relevant training and coaching that will support highly effective governance;

3. To monitor progress towards local academy targets including but not limited to student attainment, including narrowing educational gaps, progress, attendance, behaviour, and wellbeing, and to hold Principals to account for achieving these;
 4. To monitor the Academy's risk register, via the Chair of the AC, ensuring that risks and responses are appropriately identified, and that mitigation measures are appropriate in addressing risks, escalating significant risks to the Board as appropriate;
 5. To undertake monitoring of the improvement work of the academy with the Senior Leadership Team as part of the academy self-evaluation processes;
 6. To monitor any improvement plans recommended in Ofsted inspection and DfE reports;
 7. To ensure that academy policies and procedures are in place in line with the CLF guidance;
 8. To review reports on behaviour and exclusions and review the effectiveness of provision to support pupils vulnerable to exclusion;
 9. To have oversight of the Academy's annual staffing plans to ensure that the staffing structure can effectively support the Academy's priorities;
 10. To receive high-level reports from the Finance Manager on the Academy's financial plans to ensure that resources are being directed appropriately, to monitor the Academy's overall financial position and, remain alert to the need for central finance team to take remedial action where necessary;
 11. To be engaged in Academy recruitment processes, in particular for senior Academy leaders and Principal appointments;
 12. Chair of AC to feed into the appraisals of Academy Principals;
 13. To ensure good employment practice and promote positive staff relations. This includes the swift resolution of staffing issues and membership of HR panels convened to hear employment cases. Councillors should ensure that they operate according to CLF guidelines and in line with CLF HR guidance at all times;
 14. To ensure that the Health and Safety and Safeguarding Policies are correctly implemented and to secure the health, safety and wellbeing of staff and students. Receives assurance that the Principal ensures statutory training requirements are met;
 15. To approve and periodically review the Academy's critical incident plans and procedures to ensure that they remain effective;
 16. To ensure that the Academy has adequate arrangements in place for reporting accidents;
 17. To review and act on the reports of the Academy's health and safety committee and Designated Safeguarding Officer;
 18. To carry out any other duties as may be occasionally required by the Board or Chairs of Academy Council sub-committee;
- Use of the pupil premium Academy Councillors must monitor and hold the Principal to account in relation to:
- the level of pupil premium funding received by the academy in the current academic year and levels of funding received in previous academic years;
 - how the academy proposes to spend the pupil premium, the rationale for this spending and its intended impact;
 - the impact made to the learning and progress of disadvantaged pupils as shown by outcomes data, internal and

external reviews and inspection evidence.

Policies

Academy Councils hold delegated authority from the Trust Board to approve local policies, including those listed in the policy tracker, in accordance with Trust guidelines. Policies can be signed off at Academy Council Meetings or via GovernorHub. If on GovernorHub a minimum of 3 signatures will be required, with no more than 1 being that of a staff councillor.

- Accessibility
- Behaviour
- Careers
- Homework
- Unifor

Standing Agenda Items

The Academy Councils will review at every meeting:

- Declarations of Interest
- Academy Council Membership
- Quality of Education
- Attendance
- Quality of Teaching and Learning
- Behaviour and exclusions
- Safeguarding

ADMISSIONS COMMITTEE – LOCAL GOVERNING BODY TERMS OF REFERENCE	
<p>Constitution:</p> <p>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.</p>	
<p>Approved by the Board of Trustees:</p>	December 2025
<p>Next review date:</p>	September 2026



Membership and Administration

Membership: The Committee shall consist of at least three Academy Councillors from the admission cluster for which applications are being considered– Bristol, Glos/South Glos or Somerset/North Somerset

In attendance:

Deputy Head of Governance
 Academy Principals (or other appropriate staff member 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 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
- 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

December 2025

Next review date:

September 2026

Membership and Administration

Membership:

A minimum of four members of whom the majority shall be Trustees of the Board. Members will be appointed by the Board.

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.

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

Standing Agenda Items

The Audit and Risk Committee will review at every meeting:

- The relevant section of the 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:

December 2025

Next review date:

September 2026

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 four 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 2025

Next review date:

September 2026

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 2025/26 the Chair is Yvonne Beach 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:

3 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
- Data Protection
- 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

**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: December 2025

Next review date: September 2026

Membership and Administration

Membership:

3 Trustees of the Board.

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:

2 members

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: December 2025

Next Review Date September 2026



Membership and Administration

Membership:

Three representatives of the Board with relevant expertise

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:

2 members

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.

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

PEOPLE GROUP – TERMS OF REFERENCE		
Constitution:		
The People Group is a sub-committee of the Board.		
Approved by the Board of Trustees:	December 2025	
Next review date:	September 2026	
Membership and Administration		
Membership:		
Three representatives of the Board with relevant expertise		
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:		
2 members		
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

**REMUNERATION COMMITTEE-
TERMS OF REFERENCE**

The Remuneration Committee is a sub-committee of the Board

Approved by the Board of Trustees: December 2025

Next review date: September 2026



Membership and Administration

Membership:

A minimum of two Trustees of the Board.

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:

2 members (or their nominated substitutes)

Frequency of Meetings:

Once (normally in term 1) and virtual meetings where required during the 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 Remuneration Committee is a decision-making body. The Remuneration Committee is responsible for taking decisions on the remuneration allowances and terms of service of all employees. It makes decision on matters of staff pay, validates the moderation of the pay and appraisal processes, and hears appeals relating to pay decisions under the CLF Pay Policy.

Duties

The specific duties of the Committee shall be:

1. To make decisions relating to pay awards and to review the processes by which objectives and pay decisions have been made (with the exception of spot salaries which are agreed by the board);
2. To receive a report on pay related matters that support the committee in carrying out its duties;
3. To consider any proposals around the changes of pay scales and TLR definition for recommendations to the Board;

4. To ensure that remuneration packages [including all benefits/salary sacrifice schemes] are such as to enable people of appropriate ability to be recruited, retained and motivated – within levels of affordability and in keeping with the guidance from the DfE ;
5. To ensure that any remuneration package is linked to a clear statement of responsibilities with rewards linked to performance management objectives;
6. To ensure that the Federation meets its responsibilities in terms of Equal Pay requirements and other legislation;
7. To consider any other pay matters where requested to do so by the Board;
8. Review the teacher’s pension eligibility as appropriate.

Policies

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

Standing Agenda Items

- The Remuneration Committee will review remuneration allowances and terms of service of all employees