



**Lakelands**  
Academy

**Governing Body  
Arrangements  
and  
Terms of Reference  
2023/24**

# **Governance Structure at Lakelands Academy**

## **Members**

### **Full Governing Body**

### **Governors Committees**

### **Headteacher**

### **Senior Leadership Team**

## **Members**

The Lakelands Educational Trust (Lakelands Academy) is a charitable company limited by guarantee. Members have a similar role to the shareholders in a company limited by shares. They are not involved in the day to day running of the Academy their role is one of oversight.

Most notably they have the following statutory rights:

- The right to remove Trustees/Governors
- The right to amend the Articles of Association
- The right to receive the annual accounts
- The right to appoint/remove the external auditors

<b>Members Name</b>	<b>Date Appointed</b>
Geoff Corfield	December 2015
Graham Hutchinson	December 2019
Philip Longhurst	January 2023
Vito Sanchi	December 2015
Ian Ward	December 2019

## **Governors (Trustees)**

The Governing Body of Lakelands Academy

### **Sets the strategic direction of the school by:**

- Setting and ensuring clarity of the values, aims and objectives for the school
- Agreeing the policy framework for achieving those aims and objectives
- Setting targets
- Agreeing the school improvement strategy which includes approving the budget and agreeing the staffing structure
- Meeting statutory duties

### **Challenges and supports the school by monitoring, reviewing and evaluating:**

- The implementation and effectiveness of the policy framework
- Progress towards targets
- The implementation and effectiveness of the school improvement strategy
- The budget and the staffing structure
- Conducts self-evaluation

### **Ensures accountability by:**

- responding to Ofsted reports when necessary
- holding the headteacher to account for the performance of the school
- ensuring parents and pupils are involved, consulted and informed as appropriate
- making available information to the community

### **Overseeing financial performance, by:**

- Setting the budget
- Monitoring spending against the budget
- Ensuring money is well spent and value for money is obtained
- Ensuring risks to the organisation are managed
- Appoints and performance manages the headteacher who will deliver the aims (through the day to day management of the school, implementation of the agreed policy framework and school improvement strategy, and delivery of the curriculum) and report appropriately to the governing body.

In order to carry out these functions the Governing Body has set up the following committees with Terms of Reference as shown below.

Lakelands Academy Trust has the following Governors (Trustees)

- Up to 1 Governor appointed by the Members
- 2 Parent Governors elected by parents\*
- Up to 2 Staff Governors elected by Academy staff
- Up to 7 Community Governors appointed by the Board of Governors
- The Headteacher

\* if it is not possible to elect the required number of parent Governors they can be elected by the Governing Body.

A Community Governor is

- A person who lives or works in the community served by the Academy *or*
- A person who, in the opinion of the Governing Body, is committed to the governance and success of the Academy.

The term of office for any Governor shall be 4 years, except in the case of Staff Governors who shall serve for 1 year or the Headteacher who is a governor by virtue of their position.

So long as they remain eligible to be a particular type of Governor any Governor may be re-appointed or re-elected.

Any governor will cease to hold office if they resign by written notice to the clerk – but only if at least 3 Governors will remain in office.

A Governor shall cease to hold office if he is removed by the person or persons who appointed him – this does not apply to parent governors

## **Chair/Vice Chair**

The Governors shall elect a Chair and Vice Chair at their first meeting of the academic year.

No one employed by the Academy may be the Chair/Vice Chair.

The Chair/Vice Chair shall hold office until their successor has been elected.

The Chair/Vice Chair may resign their office by giving written notice to the clerk. Any vacancy shall be resolved at the next Governors meeting.

If the Chair is absent from a meeting the Vice Chair shall act as the chair for that meeting. If the vice chair is also absent the Governors shall elect one of their number to act as Chair for the meeting. This must not be a governor employed by the Academy.

Elections shall be by nominations at the meeting and show of hands except any election of the Chair or Vice chair which is contested shall be held by secret ballot.

Governors standing for election will withdraw and not vote

## The Role of the Chair of the Board of Governors

The chair, with support from the vice chair, is responsible for ensuring the effective functioning of the board and has a vital role in setting the highest of expectations for professional standards of governance. It is the chair's role to give the board clear leadership and direction, keeping it focused on its core functions. A chair should encourage the board to work together as an effective team, building their skills, knowledge and experience. They need to ensure that everyone is actively contributing relevant skills and experience, participating constructively in meetings, and actively involved in the work of any committees. It is their role to make sure everyone understands what is expected of them and receives appropriate induction, training and development. It is for the chair to have honest conversations, as necessary, if anyone appears not to be committed or is ineffective in their role.

The Chair or Vice Chair may take decisions/action where a delay in doing so would be seriously

detrimental to the interests of

- the school
- any pupil or their parents
- a staff member

This power will not apply to approving the budget, taking decisions on admissions, suspending

Governors or agreeing policies involving the management of staff.

Any such action should be reported to Governors within 7 days, and confirmed at the next Full Governors Meeting

## **The Clerk**

The Governing Body shall appoint a clerk who shall not be the Headteacher

The Role of the Clerk to the Governors

- To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body
- To advise the Governing Body on constitutional and procedural matters, duties and powers
- To convene meetings of the Members, Governing Body and Committees
- To attend meetings and ensure minutes are taken
- To maintain a register of Members and Governors and report vacancies.
- To give and receive notices in accordance with relevant regulations

- To perform such other functions as may be determined by the Governing Body from time to time

## **Meetings**

Committees shall meet as and when necessary to fulfil their responsibilities.

Meeting shall be called by the Clerk, wherever possible 7 days' notice (14 days in the case of the Full Governing Body) should be given with an explanation of the purpose of the meeting.

## **Proceedings**

Meetings shall be conducted in accordance with any relevant regulations or direction as may be issued from time to time.

In cases where a matter is put to the vote it shall be decided by a simple majority of those committee members present and eligible to vote. If necessary the committee chair or in the case of the Full Governing Body the Chair of Governors shall have an additional casting vote. All votes shall be by show of hands except in the case of a contested election for Chair/Vice Chair of Governors in which case a secret ballot shall take place.

Minutes of Full Governing Body, Teaching and Learning and Finance, Staffing & General Purposes committee meetings shall be circulated to all members of the Governing Body before being signed by the relevant Chair at the next meeting.

The minutes shall be kept securely.

A report of any action taken by a committee shall be submitted to the next meeting of the Full Governing Body.

## **Quorum**

Members - No business shall be transacted at any meeting unless a quorum is present. The quorum for a meeting of members is two.

Governors – The quorum for a meeting and any vote shall be any three Governors or if there is a greater number any one third of the total number of Governors holding office at the date of the meeting. Except for the purposes of appointing a Parent Governor, Removing a Governor or Removing the chair in which case the quorum required is two-thirds of the Governors who are at the time entitled to vote on those matters.

Committees – The quorum for any committee meeting shall be three unless the committee has decided on a greater number.

## **Committee Terms of Reference and Membership**

The membership and Terms of Reference of the committees will be reviewed at least every 12 months. Should a vacancy arise on the committee a successor shall be appointed by the Board of Governors at its next meeting following receipt of the resignation and member so appointed shall serve until the next review

These Standing Orders are for guidance only and do not supersede the Articles of Association of Lakelands Academy which contain further information on these matters.

### **Committee Chair**

Committee chairs may be appointed either by the Full Governing Body or by the Committee. No one employed by the Academy can serve as a committee chair. In the case of a committee/panel without a permanent chair the Chair shall be agreed by the governors forming the committee or panel.

### **The Role of the Chair of a Committee**

- To ensure the business of the Committee is conducted properly, in accordance with legal requirements
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making

# **The Board of Governors**

## **Terms of reference:**

- **To agree constitutional matters\***, including procedures where the Board of Governors has discretion
- To recruit new members as vacancies arise and **to appoint new governors\*** where appropriate
- **To hold at least three Board of governors meetings a year\***
- **To appoint or remove the Chair and Vice Chair\***
- **To appoint or remove a Clerk to the Board of governors\***
- **To establish the committees of the Board of governors and their terms of reference\***
- To appoint the Chair of any committee (*if not delegated to the committee itself*)
- **To appoint or remove a Clerk to each committee\***
- **To suspend or remove a governor\***
- **To decide which functions of the Board of governors will be delegated to committees, groups and individuals\***
- **To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Board of governors is necessary\***
- **To review the delegation arrangements annually\***
- **To approve a balanced budget and submit to the ESFA each financial year**
- **To approve the Audited Accounts and other financial statements**
- **Establish an Audit and Risk Committee**
- To oversee and approve an annual programme of Internal Scrutiny ensuring that financial, non-financial controls and management of risks are addressed appropriately.
- To agree who will perform Internal Scrutiny work and to keep this under review.
- To receive reports from those carrying out the programme of work at least 3 times a year and to consider progress in addressing any recommendations
- Following receipt of the annual Internal Scrutiny summary report to consider actions and year on year progress
- To ensure that relevant statutory and other policies are in place, to review and make revisions where necessary.
- To monitor the effectiveness of policies
- To agree, by early in the autumn term, the programme of work and calendar of meetings for the Board of governors and its committees for the school year.
- monitor the progress of work being undertaken by committees and individuals
- To consider recommendations made by committees with regard to the working of the Board of governors



- To establish and keep under review a Code of Conduct for the Board of Governors
- To establish and keep under review arrangements for Governors' visits to school
- To oversee arrangements for Governor involvement in formulating and monitoring the Academy Improvement Plan
- To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher
- To consider any other matters that the Board of Governors wish to consider.

**\*these matters cannot be delegated to either a committee or an individual**

### **Membership**

<b>Name of Governor</b>	<b>End of term of Office</b>
Geoff Corfield (Chair of Governors)	30/11/2024
Peter Cartledge (Vice Chair)	04/10/2026
Leslie Aspey	24/03/2025
Penny Knight	31/01/2026
Louise Chadwick	22/09/2025
Sarah Fairclough	03/07/2027
Patricia Hawkins	24/03/2025
Mark Hignett	Headteacher
Terrence Lowry	08/07/2025
Debbie Simmonds	29/11/2024
Susan Tinn	30/06/2023
Clerk to the Board of Governors	Jacky Warren
Quorum:	4

### **Disqualification –**

No Governor employed to work at the school other than as the headteacher, may take part in the proceedings when the subject for consideration is

- the pay or performance of any person employed to work at the school
- audit matters.

# **Admissions Committee**

## **Terms of reference:**

- **To determine within statutory provisions and the board of governors policy whether any child should be admitted to the school\***
- To review admissions arrangements and to make recommendations for changes to the board of governors
- Approve the Academy Admissions Policy

Any other matter referred to this committee by the Governing Body

**\*cannot be delegated to an individual**

## **Membership**

Membership of the committee shall be a minimum of three eligible Governors

<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum 3</b>	

# **Appraisal, Salary & Employment Issues Committee**

## **Main Functions of the Committee**

- To undertake the appraisal of the headteacher's performance.
- Review staff salaries including determination of teachers performance related pay progression
- To consider staff grievance or harassment cases
- Hear appeals from teachers related to pay progression decisions

## **Terms of Reference**

### **Salaries and appraisal:**

To operate in accordance with the statutory appraisal framework and the Academy's adopted policy as follows:

- To determine annually, as required by the Academy Teachers Pay and conditions regulations and within the scope of the adopted appraisal (performance management) and pay policies and the salaries budget adopted by the Board of Governors, the salaries of the teaching staff employed at the Academy having regard to recommendations received relating to any performance related pay progression.
- To determine annually, in accordance with the adopted pay policy, any appropriate regulations and agreements and any other advice issued by the local authority and within the salaries budget adopted by the Board of Governors, the salaries and gradings of support staff.
- To support the head with the annual report to the Board of Governors on appraisal (performance management) arrangement and outcomes.

### **Headteacher**

- To select/appoint an external advisor to support with the headteachers appraisal (performance management) process
- To take advice from the appointed external adviser when agreeing objectives and reviewing the head's performance
- To agree performance objectives with the Headteacher and determine the standards against which his/her performance will be assessed.
- To conduct the annual appraisal of the headteachers performance.
- To determine whether the outcome of appraisal of the headteachers performance meets the criteria for pay progression as covered under the adopted pay policy

## Appeals

- To hear any appeal by a teacher against entries made within their appraisal (performance review) statement.
- To hear appeals by a teacher against a decision of the committee on salaries, pay progression or threshold.

## Other Employment Issues

### Grievance

- To consider staff grievances where there is a referral to the committee under the grievance procedure adopted by the Board of Governors. The committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure.

### Harassment

- To consider staff complaints of harassment where there is a referral to the committee
- under the procedure adopted by the Board of Governors. The committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy

*Any other matter referred to this committee by the Governing Body.*

## **Membership**

The Membership of the committee shall be a minimum of three eligible Governors

## **Headteacher Performance Management**

The Headteacher's Performance Management shall be considered by

- The Chair of Governors
- The Vice Chair of Governors
- The Chair of the Finance, Staffing and General Purposes Committee

## **Disqualification**

- No Governor employed to work at the Academy shall serve on this committee.
- No Governor with prior knowledge of the matter shall consider any appeal or issue of Grievance or Harassment
- The Headteacher shall be entitled to attend meetings of the committee when the salaries of other staff are being reviewed.

<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum 3</b>	

# **Complaint/Appeals Panel**

## **Terms of Reference**

To hear and decide upon appeals not covered by another committee as specified under any Lakelands Academy Policy or Procedure including:

- Complaints Policy for Parents and Others
- Curriculum Complaints in respect of National Curriculum disapplications
- Charging Policy

*Any other matter referred to this committee by the Governing Body*

## **Membership**

The Membership of the committee shall be a minimum of three eligible Governors  
or

for appeals heard under the Complaints Policy - 2 Governors and one person who is independent from the management and operation of the Academy

## **Disqualification**

- The Headteacher
- Any Governor with prior knowledge of the issue to be considered.

<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum 3</b>	

# **Finance, Staff and General Purposes Committee**

## **Terms of reference**

### **Finance**

- To consider the academy's indicative funding, notified annually by the ESFA, and to assess its implications for the academy, in consultation with the Headteacher and the Business Manager, in advance of the financial year, drawing any matters of significance or concern to the attention of the board of governors.
- To consider and recommend acceptance/non-acceptance of the academy's budget, at the start of each financial year.
- To ensure that an up to date 3-year financial plan is established and maintained
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Board of governors.
- To ensure that the school operates within the Financial Regulations of the ESFA & statutory bodies
- To identify and monitor relevant Key performance indicators
- To approve purchasing and tendering thresholds.
- To contribute to the formulation of the academy's development plan, through the consideration of financial priorities and proposals, in consultation with the Headteacher and the Business Manager, with the stated and agreed aims and objectives of the academy.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the Academy Development Plan.
- To liaise with, receive reports from and make recommendations to the Teaching and Learning Committee, as appropriate about the financial aspects of matters being considered by them.
- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
- To prepare the financial statement to form part of the annual report of the board of governors to parents and for filing in accordance with Companies Act and Charity Commission requirements
- To monitor expenditure of all voluntary funds kept on behalf of the Board of governors
- To establish and keep under review any relevant policies and procedures.
- To make decisions in respect of service agreements
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher

## **General**

- To encourage a culture whereby each individual feels that they have a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the full governing body

## **Premises**

- To advise the Board of governors on priorities, including Health and Safety and compliance in relation to the maintenance and development of the school's premises
- To oversee arrangements for repairs and maintenance
- To review and approve the levels of insurance cover and management of the academy's assets including the asset management plan;
- In consultation with the Headteacher and the Business Manager, to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to board of governor's policy
- To establish and keep under review any relevant policies including a written Health and Safety Policy which will be reviewed annually

## **Personnel**

- To keep under review the staffing structure in consultation with the Headteacher and the Business Manager
- To establish a Salary Policy for all categories of staff and to be responsible for its administration and review.
- To establish and keep under review any relevant policies.
- To oversee the appointment procedure for all staff
- To oversee the process leading to staff reductions
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To establish and review a staff Performance Monitoring/Appraisal system

## **Audit and Risk**

- To ensure that information submitted to DfE and ESFA that affects funding is accurate and complaint.
- Review the external auditor's plan each year
- Review the annual external audit report and accounts
- To ensure there is an appropriate, reasonable and timely response by Senior Leaders to findings by external auditors or as a result of Internal Scrutiny.
- Assess the effectiveness and resources of the external auditor and produce an annual report to provide a basis for decisions by Members about reappointment, dismissal or retendering.

*Any other matter referred to this committee by the Governing Body.*

## Disqualification –

No Governor employed to work at the school other than as the headteacher, may take part in the proceedings when the subject for consideration is

- the pay or performance of any person employed to work at the school
- audit matters.

<b>Name of Governor</b>	<b>Date Appointed to the Committee</b>
Leslie Aspey	September 2023
Louise Chadwick	September 2023
Geoff Corfield	September 2023
Peter Cartledge	September 2023
Terry Lowry	September 2023
Mark Hignett	September 2023
Sue Tinn	September 2023
When audit matters are being discussed the accounting officer and chief financial officer should attend	
<b>Chair of the Committee</b>	Terry Lowry
<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum</b>	<b>3</b>



# **Internal Scrutiny Committee**

Responsible for Internal Scrutiny and review of the Risk Register

## **Terms of Reference**

- To take delegated responsibility on behalf of the board of governors for examining and reviewing all systems and methods of control financial and otherwise and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academy Trust Handbook.
- To meet at least 3 times a year to review progress against the annual programme of work agreed by the Full Governing Body.
- To review the contents, ratings and responses on the risk register to inform the programme of work ensuring that checks are modified as appropriate each year.
- To consider outputs from third parties including the ESFA and External Audit..
- To report to the Full Governing Body at least three times a year on action taken and findings on the adequacy and effectiveness of the trust's systems of internal control and governance financial, non-financial controls and management of risk.
- To consider the appropriateness of executive action following internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken.
- To have regard to recommendations from external auditors and other relevant bodies
- To produce an annual summary report of the areas reviewed, key findings, recommendations and conclusions
- *Any other relevant matter referred to this committee by the Governing Body.*

## **Disqualification**

- No Governor employed to work at the Academy shall serve on this committee.

## **Membership**

Peter Cartlidge	September 2023
Terry Lowry	September 2023
Debbie Simmonds	September 2023
<b>Committee Chair</b>	Peter Cartlidge
<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum 3</b>	

# **Staff Discipline/Dismissal Hearings and Appeals Committee**

## **Terms of Reference**

### **Staff Discipline/Dismissal**

- To consider and decide upon matters relating to staff discipline in respect of any member of staff (including the Headteacher) as specified under any Lakelands Academy policy or procedure.
- To make any determination to dismiss any member of staff as specified under any Lakelands Academy policy or procedure.

### **Appeals**

- To hear and decide upon appeals from any member of staff against disciplinary action taken against them by the Headteacher under any Lakelands Academy policy or procedure.
- To hear and decide upon appeals from any member of staff against disciplinary action up to and including dismissal taken against them by any committee of the Board of Governors under any Lakelands Academy policy or procedure.
- To consider and decide upon any appeal against selection of redundancy.

*To consider any other matter referred to this committee by the Board of Governors.*

### **Membership**

The Membership of the committee shall be a minimum of three eligible Governors

### **Disqualification**

- The Headteacher
- Any governor with prior knowledge of the matter.
- Any governor involved in an initial hearing must not be involved in an appeal.

<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum 3</b>	

# **Student Discipline Committee**

## **Terms of reference**

### **Sanctions**

- To assess behavioural issues and action taken by the Academy and impress upon a student the severity of the situation and the seriousness of the student's behaviour, as per the sanctions policy.

### **Appeals**

- To consider reinstatement as per the Exclusions Policy if
  - The exclusion is permanent
  - It is a fixed-term exclusion which would bring the pupil's total number of school days of exclusion to more than 15 in a term
  - It would result in a pupil missing a public examination

*Any other matters relating to Student Discipline referred to this committee by the Board of Governors*

### **Membership**

The Membership of the committee shall be

Sanctions - a minimum of two eligible Governors

Appeals –a minimum of three eligible Governors.

### **Disqualification**

- The Headteacher
- Any Governor with prior knowledge of the pupil or the incident.
- Any governor involved in an initial hearing must not be involved in an appeal

# Teaching and Learning Committee

## Terms of Reference

- To monitor and evaluate the agreed *intent, implementation* and *impact* of the curriculum
- To advise the Board of Governors on standards and other matters relating to the curriculum, including statutory requirements.
- To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committee or the Board of governors.
- To monitor the impact of specific funding e.g. Pupil Premium funding.
- Monitor the impact of the Academy Development Plan.
- To monitor and evaluated the curriculum in relation to all student groups including those with the most complex needs and more able students.
- Monitor the provision for SEND and LAC students.
- Monitor the provision of pastoral support for students.
- To consider evidence to demonstrate how the curriculum is made accessible to all students.
- To monitor the attainment and progress of students against agreed targets.
- To establish and keep under review any relevant policies.

*Any other matter referred to this committee by the Board of Governors.*

## Membership

Name of Governor	Date Appointed to the Committee
Geoff Corfield	September 2023
Sarah Fairclough	December 2023
Pat Hawkins	September 2023
Mark Hignett	September 2023
Penny Knight	September 2023
Debbie Simmonds	September 2023
<b>Chair of the Committee</b>	Debbie Simmonds
<b>Clerk to the Committee</b>	Jacky Warren
<b>Quorum 3</b>	