



Trust Committees Terms of Reference

2025-2026

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1. Introduction

The Trust Board is the ultimate accountable and responsible body and has overall responsibility and ultimate decision-making authority for all the work of the Trust.

The Trust Board is responsible for establishing the strategic vision, values, and ethos of the Trust and for modelling the behaviours expected of all staff within the organisation. The Trust Board will put the wellbeing and highest quality education of children first, and will monitor, challenge, and support the executive team, understanding the challenges and pressures on schools and helping leaders navigate these issues with sensitivity, optimism, and ambition.

Acting with integrity and honesty in all dealings, Trustees will ensure they carry out their responsibilities through strategic planning and by the setting of policy and standards as well as taking responsibility for the oversight and management of risk and safeguarding across the Trust. The Trustees have the power to direct change where required.

The Trustees will be supported by three Trust sub-committees: Finance and Operations, Audit and Standards and Outcomes. Committees will comprise all members of the Trust Board and will take place on an annual cycle as agreed at the start of the academic year. There will be elected chairs of the committees, and the chair of the main Trust Board will not be elected as chair of any of the committees. This ensures that devolved decision-making can take place, subject to adherence to the Scheme of Delegation. The day-to-day management and responsibility for the running of the Trust is delegated in line with the Scheme of Delegation.

The Trust will have a Pay Committee which is appointed annually for the Pay Committee meeting which is held in November each year.

Within this document are the terms of reference for each committee and a separate document detailing the terms of reference for AGBs which are also committees of the Trust Board.

1. Composition

The Trust Board will meet four times per year and all Trustees will attend on dates agreed at the start of the academic year. Quorum for the Trust Board will be one third (rounded up) of the board.

The Chief Financial Officer and the Chief Operating Officer will normally attend and report to the Trust Board. They do not have voting rights and do not count towards quorum.

2. Frequency of Meetings and Proceedings

- There will be 10 meetings in total per year attended by all Trustees. 4 will be full Trust Board meetings (strategy/scrutiny and oversight,) 3 will be Standards and Outcomes and 3 will be Finance and Operations followed by a separate meeting on the same date for Audit.
- The annual sequence will be:
 - Trust Board
 - Standards and Outcomes
 - Finance and Operations followed by
 - Audit (2 and 3 on the same date and concurrent)
- There will be 3 x Standards and Outcomes Committees, 3 x Finance and Operations/Audit Committees and 4 full board meetings scheduled over each academic year.
- A register of attendance will be kept for each meeting and published annually.
- A Chair of the Trust Board will be elected at the first meeting of the year. If the Chair is not present at a meeting, the Vice-Chair will act as Chair. In the Vice-Chair's absence another Trustee can act as a temporary replacement Chair for that meeting.
- The committee may invite a person to a meeting who is not a Trustee but to assist or advise on a particular matter. Such persons would not be entitled to vote or count towards quorum.

3. Purpose

The role of the Trust Board is to provide strategic leadership and ultimate accountability for all the schools within the Trust. It provides scrutiny and oversight, ensuring high-quality education, financial sustainability, and compliance with legal and charitable obligations. The Board sets the Trust's vision and strategy, holds the [executive leaders](#) to account for performance, oversees financial management, and determines the extent to which governance functions are delegated to local committees or governing bodies for individual school.

4. Responsibilities

The responsibilities of the committee include:

- Ensure that the Trust operates in accordance with the objects of the Academy Trust as set out in the Articles and safeguarding the assets of the Academy Trust.
- Designing strategy and structure for the operation of the Academy Trust.
- Ensuring sound management and administration of the Academy Trust by the Executive Team, and ensuring that the Executive Team is equipped with the relevant skills and guidance.
- Monitor data security practices and ensure compliance with Data Protection Regulations, ensure the safeguarding of sensitive information.

- Establishing the vision, mission and values for the Academy Trust.
- Setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon.
- Risk management, that is identifying, quantifying and devising systems to minimise the major risks affecting the Academy Trust.
- Agreeing a procedure for whistleblowing, ensuring that all staff are aware of the whistleblowing procedure, ensuring that there is one Trustee and one member of staff nominated as the contact to which concerns can be raised and that any concerns which have been raised are responded to properly and fairly.
- Ensuring the Academy Trust and the Academies are conducted in compliance with the general law.
- Review and advise on Emergency Plans across the Trust and business continuity plans.
- Financial controls and the financial management of the Academy Trust in accordance with the provisions of the Handbook, which sets out in detail provisions for the financial management of the Academy Trust including guidance on financial systems and controls and accounting and reporting requirements.

5. Authority

The Trust Board is authorised to investigate any activity within its terms of reference and as outlined in the Scheme of Delegation. In doing so the board may seek any information it requires from staff or other assurance providers in the conduct of its enquiries.

The board can seek to obtain outside legal or independent professional advice as it deems necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

6. Reporting Procedures

Agendas will be agreed in advance by the Chair of the Trust Board (based on but not limited to the Annual Agenda Plan) and document packs will be prepared and circulated to Trustees 7 days in advance of the meeting.

Minutes will be taken at the meetings by a clerk and once approved in draft by the Chair of the Trust will be shared with the board and also placed in the files area on Governorhub.

Terms of Reference Finance & Operations Committee



7. Composition

This Committee will comprise all members of the Trust Board and will take place on an annual cycle as agreed at the start of the academic year. Quorum for the Committee will be one third (rounded up) of the board.

The Chief Financial Officer and the Chief Operating Officer will normally attend and report to the committee. They do not have voting rights and do not count towards quorum.

8. Frequency of Meetings and Proceedings

- There will be 10 meetings in total per year attended by all trustees. 4 will be full Trust Board meetings (strategy/scrutiny and oversight,) 3 will be Standards and Outcomes and 3 will be Finance and Operations followed by a separate meeting on the same date for Audit.
- The annual sequence will be:
 - Trust Board
 - Standards and Outcomes
 - Finance and Operations followed by
 - Audit (2 and 3 on the same date and concurrent)
- There will be 3 x Standards and Outcomes Committees, 3 x Finance and Operations/Audit Committees and 4 full board meetings scheduled over each academic year.
- A register of attendance will be kept for each committee meeting and published annually.
- A Chair of the committee will be elected at the first meeting of the year. If the Chair is not present at a meeting, another Trustee can act as a temporary replacement Chair for that meeting.
- The Chair of Trustees cannot be Chair of the F & O Committee.
- The committee may invite a person to a meeting who is not a Trustee but to assist or advise on a particular matter. Such persons would not be entitled to vote or count towards quorum.

9. Purpose

The role of the committee is to maintain oversight of the Trust Finances and internal controls, ensuring value for money and economies of scale across the Trust. To ensure oversight of operational excellence in the areas of Estates, IT, Catering, Leger Sport and all areas relating to operations.

10. Responsibilities

The responsibilities of the committee include:

- Review and recommend the Trust's annual budget, and to ensure appropriate and effective use of the Trust's funds.
- Seeking of suitable persons and recommendation to the Trust Members regarding the appointment of external auditors.
- Review and monitor changes to the Trust's financial policies and procedures.
- Review the integrity and consistency of internal control, risk management and value for money systems across the Trust.

- Review the Trust's Annual Report and Accounts prior to presentation at the AGM to ensure that they are accurate and consistent with the regulatory requirements.
- Review the Trust's annual budget prior to presentation for approval at Trust Board.
- Review the monthly Management Accounts for accuracy and completeness.
- Refer to the ESFA Academies Planning Calendar to ensure all statutory returns are made on time to ensure the Trust is compliant with the funding agreement.
- To appoint the Pay Review Panel (3 members) for the Trust Pay Committee and ensure all reviews are compliant with the Trust Teaching Staff Performance Management Policy and the Trust Teacher Pay Policy.
- Ensure compliant and robust Trust Policies are in place.
- Oversee the management of Estates across the Trust to ensure buildings are safe, functional and conducive to learning.
- Ensure compliance with H&S regulations and guidelines across all premises.
- Promote sustainable practices across the Trust.
- Review proposals for energy efficiency and environmentally friendly initiatives.
- Review and recommend policies and procedures for operational areas across the Trust.
- Promote staff retention and wellbeing of staff, including work/life balance and job satisfaction.
- Ensure HR policies and procedures are compliant with employment laws, regulations and statutory requirements.
- Oversee the IT strategy of the Trust including the maintenance of the digital infrastructure.
- Monitor data security practices and ensure compliance with Data Protection Regulations, ensure the safeguarding of sensitive information.
- Review and advise on Emergency Plans across the Trust and business continuity plans.

11. Authority

The committee is authorised to investigate any activity within its terms of reference and as outlined in the Scheme of Delegation. In doing so the committee may seek any information it requires from staff or other assurance providers in the conduct of its enquiries.

The committee can seek to obtain outside legal or independent professional advice as it deems necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

12. Reporting Procedures

Agendas will be agreed in advance by the Chair of the Finance & Operations Committee (based on but not limited to the Annual Agenda Plan) and document packs will be prepared and circulated to the committee members 7 days in advance of the meeting.

Minutes will be taken at the meetings by a clerk and once approved in draft by the Chair of the committee will be shared with the committee and also placed in the files area on Governorhub.

Terms of Reference Audit Committee



1. Composition

This Committee will comprise all members of the Trust Board and will take place on an annual cycle as agreed at the start of the academic year. Quorum for the Committee will be one third (rounded up).

The Chief Financial Officer and the Chief Operating Officer will normally attend and report to the committee. They do not have voting rights and do not count towards quorum.

2. Frequency of Meetings and Proceedings

- There will be 10 meetings in total per year attended by all trustees. 4 will be full Trust Board meetings (strategy/scrutiny and oversight,) 3 will be Standards and Outcomes and 3 will be Finance and Operations followed by a separate meeting on the same date for Audit.
- The annual sequence will be:
 - Trust Board
 - Standards and Outcomes
 - Finance and Operations followed by
 - Audit (2 and 3 on the same date and concurrent)
- There will be 3 x Standards and Outcomes Committees, 3 x Finance and Operations/Audit Committees and 4 full board meetings scheduled over each academic year.
- A register of attendance will be kept for each committee meeting and published annually.
- A Chair of the committee will be elected at the first meeting of the year. If the Chair is not present at a meeting, another Trustee can act as a temporary replacement Chair for that meeting.
- The Chair of Trustees cannot be Chair of the Audit Committee.
- The committee may invite a person to a meeting who is not a Trustee but to assist or advise on a particular matter. Such persons would not be entitled to vote or count towards quorum.

3. Purpose

The role of the committee is to maintain oversight of the Trust Audit and Risk Management processes, and to ensure probity in the financial decision making and procedures of the Trust.

4. Responsibilities

The responsibilities of the committee include:

- Recommend appointment of the internal auditors and scope of the audit.
- Seeking of suitable persons and recommendation to the Trust Members regarding the appointment of external auditors.
- To oversee the financial reporting process within the Trust.
- To receive and scrutinise internal and external reports and ensure that recommendations are enacted.
- To review and maintain the Trust's Risk Register.
- Review the Trust's internal audit programme, ensuring that the Trust's internal controls are subject to appropriate independent scrutiny in accordance with the Academy Trust Handbook.
- Ensure the Trust maintains a Central Trust Single Central Record.
- To delegate the oversight of Academy Single Central Records to the AGB committees.

5. Authority

The committee is authorised to investigate any activity within its terms of reference and as outlined in the Scheme of Delegation. In doing so the committee may seek any information it requires from staff or other assurance providers in the conduct of its enquiries.

The committee can seek to obtain outside legal or independent professional advice as it deems necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

6. Reporting Procedures

Agendas will be agreed in advance by the Chair of the Audit Committee (based on but not limited to the Annual Agenda Plan) and document packs will be prepared and circulated to the committee members 7 days in advance of the meeting.

Minutes will be taken at the meetings by a clerk and once approved in draft by the Chair of the committee will be shared with the committee and also placed in the files area on Governorhub.

Terms of Reference Standards & Outcomes Committee



1. Composition

This Committee will comprise all members of the Trust Board and will take place on an annual cycle as agreed at the start of the academic year. Quorum for the Committee will be one third (rounded up).

3. Frequency of Meetings and Proceedings

- There will be 10 meetings in total per year attended by all trustees. 4 will be full Trust Board meetings (strategy/scrutiny and oversight,) 3 will be Standards and Outcomes and 3 will be Finance and Operations followed by a separate meeting on the same date for Audit.
- The annual sequence will be:
 - Trust Board
 - Standards and Outcomes
 - Finance and Operations followed by
 - Audit (2 and 3 on the same date and concurrent)
- There will be 3 x Standards and Outcomes Committees, 3 x Finance and Operations/Audit Committees and 4 full board meetings scheduled over each academic year.
- A register of attendance will be kept for each committee meeting and published annually.
- A Chair of the committee will be elected at the first meeting of the year. If the Chair is not present at a meeting, another Trustee can act as a temporary replacement Chair for that meeting.
- The Chair of Trustees cannot be Chair of the Standards & Outcomes Committee.
- The committee may invite a person to a meeting who is not a Trustee but to assist or advise on a particular matter. Such persons would not be entitled to vote or count towards quorum.

3. Purpose

The role of the committee is to monitor, evaluate and drive improvements in educational attainment and standards across all academies within the Trust.

4. Responsibilities

The responsibilities of the committee include:

- To scrutinise the standards and outcomes of all groups of students within the Trust and call the Executive to account as appropriate.
- To monitor and scrutinise any Trust wide initiatives relating to standards and outcomes.
- To ensure that AGBs are scrutinising appropriately standards and outcomes within their Academy and to call them to account for their actions.
- To take a detailed view of standards and outcomes within academies where this is not delegated to the individual AGB.
- To promote continuous improvement in teaching practices and educational delivery.
- Monitoring and evaluating that schools are Ofsted ready.
- Identifying trends, patterns and areas of concern relating to student outcomes and standards.

- Monitor and evaluate attendance and exclusion data and review strategies in place to support these pupils.
- Supporting opportunities for professional development of staff both teaching and support.
- Promoting continuous improvement in teaching practices and educational delivery.
- Review and approve any Trust-wide educational policies.
- Oversight of initiatives aimed at improving attainment and also to highlight where any resources may be required.

5. Authority

The committee is authorised to investigate any activity within its terms of reference and as outlined in the Scheme of Delegation. In doing so the committee may seek any information it requires from staff or other assurance providers in the conduct of its enquiries.

The committee can seek to obtain outside legal or independent professional advice as it deems necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

6. Reporting Procedures

Agendas will be agreed in advance by the Chair of the Standards & Outcomes Committee (based on but not limited to the Annual Agenda Plan) and document packs will be prepared and circulated to the committee members 7 days in advance of the meeting.

Minutes will be taken at the meetings by a clerk and once approved in draft by the Chair of the committee will be shared with the committee and also placed in the files area on Governorhub.

Appendix 5.

Terms of Reference Pay Committee



1. Composition

The Pay Committee is appointed by the Trustees of Leger Education Trust.

There shall be a minimum of 3 Trustees appointed to the Committee (not including the Chief Executive), one of whom will serve as Chair. The committee and chair will be appointed by the Trust Board on an annual basis at the first Trust Board meeting of the academic year.

Quorum for the Committee will be two Committee Members (50% rounded up). Other Trustees will not count towards quorum of the committee.

2. Frequency of Meetings and Proceedings

- Meetings will be held once per year in November.
- A Chair of the committee will be elected from one of the three trustees appointed to the committee at the first meeting of the year. If the Chair is not present at a meeting, another Trustee from that committee can act as a temporary replacement Chair for that meeting.
- At least one member of the Pay Committee should have financial expertise.

3. Purpose

- The role of the committee is to ensure all performance reviews have been conducted across the Trust and that they are compliant with the Trust Teaching Staff Performance Management Policy and the Trust Teacher Pay Policy.

4. Responsibilities

The responsibilities of the committee include:

- Making sure the performance management policy is robust and has as little impact as possible on teachers' workloads.
- Making sure the Teacher Pay Policy is applied consistently and objectively.
- Considering and approving the recommendations of the Trust Central Team's pay progression.
- Receiving feedback from the External Reviewer regarding the CEO's performance and making pay decision.

- Review the process that AGBs have conducted at Academy Pay Committees, ensuring they have followed the correct process in line with the policy.
- Monitoring the outcomes of pay decisions.
- Checking that processes operate fairly.
- Being aware of the impact that pay decisions have on the Trust's and schools' budgets.
- Making sure pay appeals are managed in line with the Trust's Pay and Performance policies.

5. Authority

The committee is authorised to investigate any activity within its terms of reference and as outlined in the Scheme of Delegation. In doing so the committee may seek any information it requires from staff or other assurance providers in the conduct of its enquiries.

The committee can seek to obtain outside legal or independent professional advice as it deems necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

6. Reporting Procedures

The agenda will be agreed in advance by the Chair of the Pay Committee and the document pack will be prepared and circulated to the committee members 7 days in advance of the meeting.

Pay decisions made will be recorded and minutes of the meeting taken. At the next Trust Board meeting, the Chair of the Committee will provide a summary of the meeting to Trustees.