

GOVERNANCE HANDBOOK

2024-2025



Girls' Learning Trust

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1. GLOSSARY OF TERMS

CEO	=	Chief Executive Officer
CFO	=	Chief Finance Officer
CIO	=	Chief Infrastructure Officer
CPD	=	Continuous Professional Development
CPO	=	Chief People Officer
DfE	=	Department for Education
DSL	=	Designated Safeguarding Lead
EAL	=	English as an Additional Language
ESFA	=	Education Skills Funding Agency
GLT	=	Girls' Learning Trust
HR	=	Human Resources
H&S	=	Health & Safety
KPIs	=	Key Performance Indicators
PP	=	Pupil Premium
LGB	=	Local Governing Body
SEF	=	Self-Evaluation Form
SEN	=	Special Educational Needs
SENDCO	=	Special Educational Needs Coordinator
SRE	=	Sex and Relationship Education
SSA	=	Staff Shared Area

2. STRUCTURE OF THE TRUST

Members

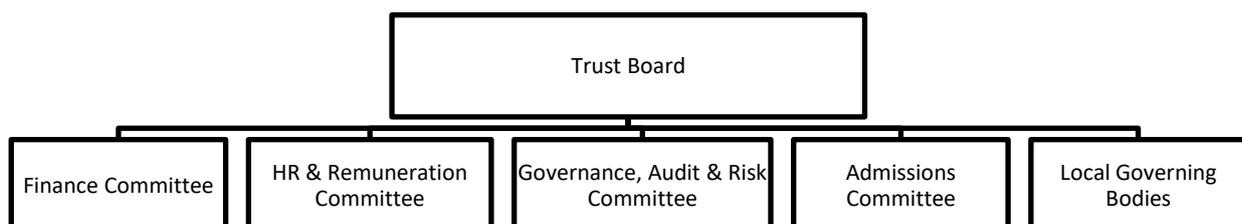
- The Trust has 5 members.
- The minimum number of members must not be less than three.
- Employees of the Trust cannot be Members.

Trustees

- The number of Trustees must not be less than three, but is not subject to a maximum.
- The Members can appoint up to nine Trustees including the Chief Executive Officer.
- Additional Trustees can be co-opted onto the Board in addition to the nine appointed by the Members.
- If there are not two parent governors on each LGB (as stated below) there must be at least two parent Trustees.
- Trustees must hold at least four meetings a year. The quorum is any three Trustees for general business, or where greater, any one third (rounded up to a whole number) of the total number of members of the Board.
- Trustees must appoint a Chair and Vice Chair of each LGB annually, for a one-year term.
- Trustees must appoint a Chair of the other Trust Committees for a one-year term.
- Trustees must appoint the Clerk to the Trust Board, Trust Committees and the Company Secretary.
- Trustees must appoint Trustees and appointed governors to the Trust committees (including LGBs) and ratifies the appointment of any staff or parent governors following an election.
- Trustees should delegate responsibilities to the Trust Committees in written terms of reference that are reviewed annually by each committee and included later in this handbook.
- If not appointed as a Trustee, the Chief Executive Officer (CEO) will be required to be “in attendance” at all Trust Board meetings, with senior Trust staff and Headteachers as required.
- The Term of office for a Trustee is four years (Trustees may be reappointed if eligible). It is the Board’s preference that no Trustee should serve more than a combined total of ten years as a Trustee and/or a LGB Governor.

Trust Committees (including LGBs)

- The Trust Committees are shown in the diagram below. The Trust can also set up other Trust Committees/working groups to address specific projects as required.



- The Constitution, membership and proceedings of the Trust Committees are determined by Trustees and reviewed annually via the Terms of Reference in the handbook.
- All Trust Committees other than the LGBs must have a majority of Trustees in their membership.
- Trustees delegate powers and functions to the LGB and Trust Committees through the Terms of Reference and Scheme of Delegation contained in this handbook.
- Each LGB should have at least two parent governors.
- Parent Governors cannot seek re-election if they no longer have a child at the school.
- A parent governor whose child has left school may be recruited as an Appointed Governor should a vacancy arise.
- The size, composition and quoracy arrangements for each Trust Committee is defined in the terms of reference of this handbook.
- The CEO is 'in attendance' at LGB meetings alongside senior Trust staff as required.
- The Trust Committees (except the LGBs) appoint their Vice Chair for a one-year term (which may be renewed).
- The term of office for a LGB governor is four years.

3. RESPONSIBILITIES AND REPORTING

The Trust Board:

- Is the overall governing body of the Trust (and all the schools within it). It is charged with the strategic direction of the Trust and is responsible to the Secretary of State for Education for ensuring compliance with all statutory regulations including the Articles, Funding Agreements and the Academy Trust Handbook.
- Holds the CEO to account for the overall performance of all the schools in the Trust and for the performance management of the staff. The CEO in turn holds the Headteacher in each school to account for their own school performance.
- Holds the CFO to account for the performance of the financial functions of the Trust ensuring that money is well spent.
- Forms Trust Committees to cover the work of the Trust.
- Ensures that processes are in place for the appointment of Trustees to the Trust Board, ensuring there is a balance of skills.
- Ensures that processes are in place for the appointment of Appointed Governors to each LGB ensuring there is a balance of skills.
- Determines Trust-wide policies as appropriate and monitors compliance at Trust level.
- Is the employer of all staff in the Trust.
- Ensures that the work of the Trust Board and all Trust Committees, including LGBs, is monitored and evaluated through skills audits, training and governor induction.

The Trust Subcommittees:

- Are appointed Committees of the Trust Board and are accountable to the Trust Board for the duties and responsibilities delegated to them through the Scheme of Delegation and their Terms of Reference, including the implementation of required actions to ensure compliance with the statutory regulations.
- Provide oversight and monitoring of each school's activities providing support and challenge to secure positive student outcomes.
- Determine any Trust school procedures or policies and monitor compliance at Trust / school level.

The Executive Leadership team:

- The **CEO** will provide the correct level of information, advice and support to the Trust Board to enable it to fulfil its role. The Trust Board will receive a report from the CEO each term that provides such information, including progress against Key Performance Indicators (KPIs) for the Trust.
- **The CEO** will ensure that the correct level of information, advice and support is given to the Trust Committees to enable them to fulfil their role.
- The **Chief Financial Officer (CFO)**, **Chief Infrastructure Officer (CIO)** and **Chief People Officer (CPO)** will support the CEO in providing information and reporting to the Trust Board and subcommittees as appropriate.

- **Headteachers:** provide the correct level of information, advice and support to the LGB to enable them to meet their role. The LGB will receive a report from the Headteacher each term that provides such information including progress against Key Performance Indicators (KPIs) for the school.

Minutes/papers: all Trust Board, Trust Board Committees and LGB papers and minutes will be managed in line with the Trust Meeting Protocol.

4. SCHEME OF DELEGATION

The sections below outline the accountabilities of the Trust Board and Trust Committees and the responsibilities delegated to the Trust Committees including the LGB of each school.

These responsibilities can be delegated to the CEO or other senior Trust/School staff as appropriate and will be reflected in the relevant job descriptions for those posts.

In this Scheme of Delegation, the following definitions are relevant:

- **Accountability:** an accountable body is ultimately answerable for the activity or decision.
- **Responsibility:** a responsible body is the one that completes the task. The responsibility can be shared.

The Scheme of Delegation will be reviewed annually by the CEO and Chairs of LGBs and ratified by the Trust Board (or sooner if legislation / guidance is changed).

All Trustees and members of the LGB must agree to abide by the GLT Code of Conduct that can be found in this handbook.

If any Trustee or member of the LGB has any concerns about any aspect of the Trust or schools within, they should first raise this issue with the school and then with the CEO if the matter is not resolved.

a. Vision, Development Plans & Policies	
Trust Board is:	LGB is:
Accountable for setting and delivering the vision, values and strategic plans for the Trust along with financial projections.	Consulted on the setting of the strategic vision and values for the Trust.
Accountable for delivering the benefits of collaboration across the Trust.	Responsible for ensuring the school contributes to and benefits from collaboration across the Trust.
Accountable for the development plans set by the LGB for each school.	Responsible for setting the school's development plan, in line with the Trust strategic plan. Responsible for the delivery of the school's annual development plan. Accountable for the production of an annual schedule of LGB committee agenda items to deliver the school development plan (in conjunction with the Headteacher and CEO).
Accountable for the setting, and achievement, of the key performance indicators (KPIs) for the Trust and each school.	Consulted on the setting of the school's KPIs. Responsible for achieving the school KPIs.
Accountable for the setting of Trust wide policies where appropriate and the	Responsible for the school's implementation and adherence to Trust policies.

monitoring of their implementation across the Trust.	Accountable for setting local school policies and procedures where appropriate.
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b. School Performance	
Trust Board is:	LGB is:
Accountable ensuring rigorous analysis of student progress and attainment across the Trust.	Responsible for analysing student progress and attainment data in order to improve performance and meet the school KPIs for all students. Responsible for identifying and monitoring the progress of priority departments in the school. Responsible for the outcomes and the monitoring of the performance of vulnerable students in the school (including SEND and Pupil Premium).
Accountable for setting student performance KPIs for schools across the Trust.	

c. Teaching and Learning	
Trust Board is:	LGB is:
Accountable for setting the expectations for teaching and learning across the Trust, including the curriculum.	Responsible for setting the standards for teaching and learning across the school in line with the Trust's expectations. Responsible for determining the curriculum and assessment procedures of the school in line with the Trust's expectations and statutory requirements.
Accountable for the provision of a wide, balanced and cultural education to students within the Trust preparing them for life beyond school.	Responsible for the provision of social, moral, cultural, mental and physical development for students across the school (inc SRE).
Accountable for setting relevant policies for teaching across the Trust including the provision for vulnerable students including special education needs (SEND) and Pupil Premium (PP).	Responsible for compliance with the Gatsby Benchmarks and the provision of independent careers information advice and guidance across the school.
Accountable for creating a culture of collaborative self-evaluation and continuous improvement across the Trust including Annual School Reviews and subject reviews as required.	Responsible for the monitoring and analysing of the school self-evaluation activities ensuring actions link to the school development plan.

Accountable for the quality of teaching across the Trust.	Responsible for monitoring the quality of teaching in the school. Responsible for monitoring the impact of CPD activities across the school.
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d. Safeguarding		
Trust Board is:	Trust HR & Remuneration Committee is:	LGB is:
Accountable for setting safeguarding procedures and the Child Protection Policy for the Trust having regard for all statutory guidance.	Responsible for determining Trust procedures for safer recruitment of staff and undertaking an annual safeguarding audit of safer recruitment procedures across the Trust.	Responsible for determining any local procedures for safeguarding in line with the Trust policy.
Accountable for maintaining the Single Central Register for the Trust.	Responsible for maintaining the Single Central Register for the schools in the Trust.	
Accountable for coordinating the annual safeguarding audit for the Trust.		Responsible for undertaking an annual safeguarding audit of the school.
Accountable for compliance with the 2010 Equality Act.		

e. Student Behaviour and Welfare	
Trust Board is:	LGB is:
Accountable for setting the expectations for student behaviour and welfare through the strategic vision including attendance and behaviour.	Responsible for setting the expectations for student behaviour in the school. Accountable for determining and monitoring the relevant behaviour and discipline policies for the school.
Accountable for the ratification of any permanent exclusions in the Trust.	Accountable for monitoring attendance figures and those relating to student welfare, including bullying.
The ultimate body of appeal for any exclusions/discipline cases. Accountable for any permanent exclusions.	Accountable for any fixed term exclusions.

Accountable for hearing appeals against exclusions/ discipline cases within the Trust, in line with the relevant policy.	
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f. Finance	
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Trust Board is:	Trust Finance Committee is:
Accountable for determining the level of funding with the DfE / EFSA and for meeting budget targets.	Responsible for setting overall budget parameters and finance KPIs for the Trust and for each school.
Accountable for the approval and submission of the final budget and statutory accounts for each school to the EFSA.	Responsible for achieving efficiency and value for money across the Trust using collaboration and benchmarking where needed.
Accountable for the appointment of a senior executive as Accounting Officer.	Responsible for setting and reviewing the school budgets within the parameters set by the Trust and in line with the school development plans.
Accountable for the appointment of a senior executive as the Chief Financial Officer and Company Secretary.	Responsible for the receiving of termly budget accounts and monitors the performance of the schools in line with this and the KPIs, taking action as required within the delegated limits set by the budgets.
	Responsible for liaising with each LGB to ensure the development plan needs of the schools are factored into the budget setting.
Accountable for ensuring adherence across the Trust to the Academies Financial Procedures and other statutory requirements.	Responsible for ensuring the schools adhere to the Trust policies relating to Finance and the Academies Financial Procedures and other statutory requirements.
	Responsible for the appointment of the Responsible Officer, accountants and auditors for the Trust and each school.
Accountable for monitoring the Members' Register of Interests.	Accountable for the maintenance of the Trust and Members' Registers of Interests
Accountable for the setting of the cross-Trust charging procedures.	Responsible for monitoring the implementation of the Pupil Premium budget in the schools.
	Responsible for determining schools letting procedures and charges and for generating lettings income.

g. Audit and Risk Management	
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Trust Board is:	Trust Governance, Audit Risk is:
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Accountable for the overall risk management policy and framework for the Trust.	Responsible for developing and managing the risk framework for the Trust, with specific responsibility for finance and finance related risks.
Accountable for the appointment and selection of external and internal auditors, and ensuring recommended changes are enacted.	Responsible for managing the recruitment and selection of external and internal auditors. Responsible for reviewing associated reports and monitoring related action plans.

h. Estates and Facilities	
Trust Board is:	LGB is:
Accountable for determining the facilities master plan for the Trust in consultation with each LGB.	Consulted and asked for contribution to the Trust facilities master plan. Responsible for agreeing and implementing a facilities action plan for the school in line with the Trust master plan.
Accountable for agreeing all major building projects for the Trust in consultation with each LGB.	Provides oversight and support to the Trust/School leadership team for building projects and monitors progress and completion.
Accountable for the environmental standards across the Trust.	Responsible for the monitoring of the environmental rating of the school taking action as required.

i. Health and Safety	
Trust Board is:	LGB is:
Accountable for Health and Safety (H&S) across the Trust, determines the Health and Safety policy and monitors its implementation across the Trust.	Responsible for adhering to the Trust H&S policy and determining the local school procedures as required. Responsible for the implementation of an annual health and safety audit and the actions required.
Accountable for ensuring that there are Disaster Recovery and Critical Incident plans in place in each school in the Trust.	Responsible for determining the Disaster Recovery and Critical Incident plans for the school.
Accountable for the safety of all staff and students on school trips.	Responsible for the approval of all school trips and confirming all the health and safety procedures have been followed.
Accountable for determining the Trust Risk Register.	Responsible for monitoring the school Risk Register.

j. HR		
Trust Board is:	Trust HR & Remuneration Committee is:	LGB is:
Accountable, as the employer, for all staff across the Trust and acts as the ultimate body of appeal for all staffing and HR issues.	Responsible for the monitoring of performance of staff through the school appraisal processes and accountable for decisions on pay progression.	Responsible for monitoring the effect on the quality of teaching and learning of staff recruitment and retention and CPD in the school.
Accountable for the decisions on pay progression (delegated to the Trust HR Committee).	Responsible for monitoring the recruitment and retention of staff across the schools.	Responsible for monitoring the quality of training and development of the LGB
Accountable and responsible for the quality of training and development of the CEO, CFO and other cross-Trust staff.	Responsible for monitoring the quality of training and development for all staff in the schools Responsible for hearing HR appeals within the school.	
Accountable for the appointment of the CEO and the CFO for the Trust and is responsible for their appraisals and any pay recommendations.		Consulted on the appointment of the CEO and CFO for the Trust.
Accountable for the appointment of the Headteacher for each school, in conjunction with the LGB.	Responsible, along with the Trust Board and LGB, for the appointment of the Headteacher of the school.	Responsible, along with the Trust Board and Trust HR, for the appointment of the Headteacher of the school.
Accountable via the CEO for the Headteacher appraisals.		Consulted on the appraisal for the Headteacher of the school.
	Responsible, along with the CEO and Headteacher, for the appointment of members of the leadership teams and other senior staff.	Responsible, along with the CEO and Headteacher, for the appointment of members of the leadership team and other senior staff.
Accountable for the adherence to Trust wide HR policies and UK legislation.	Responsible for the development of Trust wide HR policies.	
	Responsible for setting the remuneration of the CEO and considering the performance appraisal of all Executive Leadership Team staff.	

k. Admissions	
Trust Board is:	Trust Admissions Committee is:
Accountable for determining an Admissions Policy for each school in the Trust.	Responsible for determining and publishing admissions arrangements for all schools in the Trust.
	Responsible for monitoring that admissions arrangements for schools in the Trust are compliant with relevant legislation.
Accountable for approving arrangements for parents to appeal against non- admission or apply for special consideration for 6th form applications as set out in the relevant Admissions Policy.	Responsible for making appropriate arrangements for parents to appeal against non-admission or apply for special consideration for 6th form applications as set out in the relevant Admissions Policy.
	Responsible for considering any cases for 'special consideration' for entry to Yr 12 and for deciding revised admissions criteria as necessary.
	Responsible for carrying out appropriate consultation for any changes to admissions arrangements.
	Responsible for monitoring admissions trends across all schools in the Trust.

l. Complaints	
Trust Board is:	LGB is:
Accountable for determining a Trust wide complaints policy.	Responsible for ensuring that the Trust's complaints policy is implemented within the school.
Accountable for monitoring the frequency and nature of any complaints across the Trust.	Responsible for monitoring the frequency and nature of any complaints across the school.

m. Self-Evaluation / Ofsted	
Trust Board is:	LGB is:
Accountable for representing the Trust at any relevant meetings during an Ofsted inspection.	Responsible for understanding the Ofsted framework and representing the LGB during an inspection.
Accountable for ratifying any action plan following an Ofsted inspection.	Responsible for agreeing, with the CEO and Headteacher, the action plan for the school following any Ofsted inspection. Responsible for ensuring that parents are informed of any Ofsted inspection and receive any necessary follow up reports afterwards.

Accountable for the regular self- evaluation of the governance of the Trust including the Board, LGBs and the committees including skills audits where needed.	Responsible for carrying out self-evaluation activities relevant to the performance of the LGB including skills audits.
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n. Stakeholder engagement	
Trust Board is:	LGB is:
Accountable for ensuring that meaningful engagement takes place across the Trust with stakeholders.	Responsible for the provision of opportunities for parents, staff, students and local community to be able to engage with, and feedback to, the school.

5. POLICY STRUCTURE AND STATUTORY DOCUMENTS

S = Statutory

Policy	Approval Committee	Lead Staff
General		
Admissions (S) (by school)	Admissions	CEO
Complaints (S)	Trust Board	CEO
Conflict of Interest	Trust Board	CEO
Data Protection & FOI (inc Acceptable Use of IT, Photograph and Media and Records Retention) (S)	Trust Board	CEO
Exclusions Policy	Admissions	CEO
Health and Safety (S)	Trust Board	CEO
Safeguarding & Child Protection (S)	Trust Board	CEO
SEND (S)	Trust Board	CEO
Risk Registers	Trust Board	CEO / CFO / CPO / Headteachers
Finance		
16-19 Bursary	Finance	CFO
Charging & Remissions (S)	Finance	CFO
Expenses	Finance	CFO
Gifts and Hospitality	Finance	CFO
Reserves Policy	Finance	CFO
Financial Procedures Manual	Finance	CFO
Risk Management Policy	Governance, Audit & Risk	CEO / CFO
IT Policy	Governance, Audit & Risk	CIO
Human Resources		
Sickness Absence Policy	HR & Remuneration	CPO
Allegations of abuse made against staff (S)	HR & Remuneration	CPO
Appraisal Teaching staff	HR & Remuneration	CPO
Appraisal Support staff	HR & Remuneration	CPO
Special Discretionary Leave Policy	HR & Remuneration	CPO
Flexible Working	HR & Remuneration	CPO
Pay Policy: Teaching Staff	HR & Remuneration	CPO
Pay Policy: Support Staff	HR & Remuneration	CPO
Redundancy	HR & Remuneration	CPO
Staff Anti-Harassment/Bullying (S)	HR & Remuneration	CPO
Staff Capability (S)	HR & Remuneration	CPO
Staff Code of Conduct (S)	HR & Remuneration	CPO
Staff Disciplinary (S)	HR & Remuneration	CPO
Staff EDI Policy (S)	HR & Remuneration	CPO
Staff Grievance	HR & Remuneration	CPO
Staff Recruitment	HR & Remuneration	CPO
Shared Parental Leave	HR & Remuneration	CPO
Whistleblowing	HR & Remuneration	CPO
School Based		
Anti-Bullying	Local Governing Body	Headteacher
Accessibility Plan	Local Governing Body	Headteacher

Career Policy Statement on Technical Provider access	Local Governing Body	Headteacher
Home School Agreement	Local Governing Body	Headteacher
Relationships, Sex and Health Education	Local Governing Body	Headteacher
Student Behaviour	Local Governing Body	Headteacher
Supporting students with medical conditions	Local Governing Body	Headteacher
Assessment and Reporting	Local Governing Body	Headteacher
Attendance	Local Governing Body	Headteacher
Critical Incident Management Plan	Local Governing Body	Headteacher
Emergency Evacuation / Lockdown Procedures	Local Governing Body	Headteacher
E Safety	Local Governing Body	Headteacher
First Aid Room Procedures	Local Governing Body	Headteacher

6. TRUST KEY PERFORMANCE INDICATORS (KPIs)

In addition to the KPIs outlined below, the Trust Board may incorporate other KPIs that will facilitate the more efficient operation of the Trust, enhance the quality of teaching and learning and/or improve student outcomes.

Trust Board KPIs	Additional for LGBs / subcommittees
Student Progress and Outcomes	
Progress 8 (inc separate measure for disadvantaged students)	Targets to be set for each department and year group. Measures for 'In year' data showing progress and attainment for years 7-11 and 12-13 reported to LGB termly. KPIs to be set for vulnerable students/ target groups as required
Attainment 8	
Attainment measures relative to the context of the school	
A Level / BTEC (each school)	
L3VA	
ALPS scores	
Other attainment measures relative to the context of the school	
Student Attendance	
% attendance years 7-11	
% attendance years 12-13	
Other Student Information	
Number of new safeguarding referrals	Breakdown of SEND / PP students / year group to LGB No. of visits to first aid room to LGB
Number of referrals for extremism	
Number of children on Child Protection plan	
Number of exclusion (fixed term and permanent)	
Number of recorded bullying incidents	
% of Pupil Premium students	
% of SEND students	
% of English as an Additional language (EAL) students	
Student Destinations	
% to first choice of university	Additional KPIs can be set by the LGBs to suit the context of the school
% to Oxbridge	
% to Russell Group universities	
% to study different subject groups e.g. medicine / law	
% to Apprenticeships	
% to FE colleges	
% to employment	
% to gap year	
Student Recruitment and Admissions	

Number who sat Yr 7 SET test (Nonsuch & Wallington only)	
Number who sat second stage test (Nonsuch & Wallington only)	
Number of 1 st /2 nd preferences on Common Application Form	
Number applying for 6 th form places	
Number of 6 th external students admitted	
Number of Yr 11 leavers	
Retention % from Yr 11 to Yr 12	
Number of Yr 12 leavers	
Retention % from Yr 12 to Yr 13	
Staffing	
Total FTE / headcount	
Total teaching staff FTE / headcount	
Total support staff FTE / headcount	
% staff turnover	
Average applications for vacancies	
% staff absence	
% of teaching staff on Upper Pay Range	
Staff satisfaction and engagement	
Finance	
Staff pay as % of total expenditure / income	
Average teacher costs	
Student / teacher ratio	
Class sizes	
Teacher contact ratio	
Proportion of the budget spent on the leadership team	
Spend per student on non-pay expenditure	
% families contributing to school fund	
Governance	
Number of formal complaints to Trust Board	Trust Board
Number of formal complaints to LGB	LGB

7. ANNUAL CALENDAR OF COMMITTEE BUSINESS

TRUST BOARD	LGBs	FINANCE	HR & REMUNERATION	GOVERNANCE, AUDIT & RISK	ADMISSIONS
<p>OCTOBER</p> <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair / Vice Chair ▪ Appoint Committee Chairs ▪ CEO report including summer exams ▪ Trust KPIs ▪ Feedback from ASRs ▪ Policies ▪ Statutory items ▪ Risk Register 	<p>OCTOBER</p> <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair / Vice Chair ▪ HT report inc exam results ▪ Feedback from ASR, including priority depts. ▪ Development plan update ▪ PP plans ▪ Safeguarding update ▪ Trust update ▪ Premises ▪ H&S ▪ Local policies / procedures ▪ Risk Register 	<p>SEPTEMBER</p> <ul style="list-style-type: none"> ▪ Financial update ▪ Capital Planning ▪ Budget process ▪ Annual Report & EFSA Submissions ▪ Policies ▪ Annual review of GLT Risk Management Policy ▪ Finalise Audit Plan ▪ Dashboard ▪ Risk Register 			
<p>DECEMBER</p> <ul style="list-style-type: none"> ▪ Statutory items ▪ CEO report ▪ Performance report from Committees ▪ Strategy Update ▪ Final accounts approval ▪ Policies ▪ Risk Register 		<p>NOVEMBER</p> <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair / Vice Chair ▪ Financial update ▪ Approve final Accounts to Board ▪ Capital Planning ▪ EFSA Submissions ▪ Policies (including Reserves Policy) ▪ Dashboard ▪ Risk Register 	<p>NOVEMBER</p> <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair /Vice Chair ▪ HR Report ▪ Performance management review ▪ Pay awards ▪ Policies ▪ Risk Register ▪ CEO pay review and ELT appraisals 	<p>NOVEMBER</p> <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair /Vice Chair ▪ Risk Register 	<p>NOVEMBER</p> <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair /Vice Chair ▪ Admissions report inc admissions trends, entrance exams process ▪ Agree Admissions Policy for consultation ▪ Risk Register
<p>MARCH</p> <ul style="list-style-type: none"> ▪ Statutory items ▪ CEO report ▪ Committees Performance report ▪ Strategy Update ▪ Final accounts approval ▪ Policies ▪ Risk Register ▪ Health & Safety update 	<p>FEBRUARY</p> <ul style="list-style-type: none"> ▪ HT report inc mock exam analysis ▪ Development plan update ▪ PP performance ▪ Safeguarding update ▪ Trust update ▪ Curriculum ▪ /options update ▪ Premises ▪ H&S ▪ Local policies/procedures ▪ Risk Register 	<p>FEBRUARY / MARCH</p> <ul style="list-style-type: none"> ▪ Financial update/forecast ▪ Budget process ▪ Annual Report & EFSA Submissions ▪ Review Gifts/Hospitality register ▪ Review Audit Plan Priorities ▪ Policies ▪ Dashboard ▪ Risk Register 	<p>FEBRUARY / MARCH</p> <ul style="list-style-type: none"> ▪ HR Report ▪ Policies ▪ Gender Pay Gap ▪ Risk Register 	<p>MARCH</p> <ul style="list-style-type: none"> ▪ Review of governance structures and performance ▪ Risk register 	

	<p>APRIL</p> <ul style="list-style-type: none"> ▪ HT report inc mock exam analysis ▪ Development plan update ▪ PP performance ▪ Safeguarding update ▪ Trust update ▪ Curriculum/options ▪ Premises ▪ H&S ▪ Local policies /procedures ▪ Risk Register 				
<p>JULY</p> <ul style="list-style-type: none"> ▪ Statutory items ▪ CEO report ▪ Performance report from Committees ▪ Strategy Update ▪ Final accounts approval ▪ Policies ▪ Board review ▪ Risk Register 	<p>JUNE</p> <ul style="list-style-type: none"> ▪ HT report inc mock exam analysis ▪ Development plan update ▪ PP performance ▪ Safeguarding update ▪ Trust update ▪ Curriculum/options ▪ Premises ▪ H&S ▪ Local policies /procedures ▪ Risk Register 	<p>JUNE</p> <ul style="list-style-type: none"> ▪ Financial update/forecast ▪ Approve next year's budget ▪ Medium Term Financial Plan ▪ Capital Planning ▪ Policies ▪ Dashboard ▪ Risk Register 	<p>JUNE</p> <ul style="list-style-type: none"> ▪ HR Report ▪ Staffing update ▪ Pay Awards (approval envelop) ▪ Policies ▪ Risk Register 	<p>JUNE</p> <ul style="list-style-type: none"> ▪ Review of governance structures and performance ▪ Risk Register 	<p>MAY</p> <ul style="list-style-type: none"> ▪ Admissions report inc admissions trends, entrance exams process ▪ Agree Sixth Form Admissions requirements ▪ Special consideration cases ▪ Risk Register

8. TRUST BOARD

1. Constitution

The Trust Board is the overall governing body of the Trust as set out in the Articles of Association. It is charged with setting and monitoring the strategic direction of the Trust and is responsible to the Secretary of State for Education for ensuring compliance with all statutory regulations including the Articles, Funding Agreements and the Academy Trust Handbook.

Strategic leadership of the Trust: the Board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the Trust's culture and sets and champions the Trust strategy including determining what, if any, governance functions are delegated to the local tier.

Accountability and assurance: the Board has robust effective oversight of the operations and performance of the Trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained.

Engagement: the Board has strategic oversight of relationships with stakeholders. The Board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

2. Membership

- Up to 8 Trustees appointed by the Members
- The CEO (if appointed to the Board by the Members)
- Additional Trustees may be co-opted in accordance with the Articles
- The CEO will be 'in attendance' if not appointed a Trustee
- The CFO will be 'in attendance'

The Chair and Vice Chair of the Board will be appointed annually by the Trust Board.

3. Quorum

The quorum for a meeting of the Trust Board shall be determined by the rule set out at Article 117 of the GLT Articles of Association:

"The quorum for a meeting of the Board and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Board at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved."

4. Voting

Subject to Articles 117-119, every question to be decided at a meeting of the Trustees shall be determined by a majority of the votes of the Trustees present and voting on the question. Every Trustee shall have one vote. Where there is an equal division of votes, the chair of the meeting shall have a casting vote in addition to any other vote she/he may have.

5. Attendance at Meetings

Attendance at Board meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by video or telephone conference call is acceptable and may be arranged in advance.

Repeated non-attendance may lead to an individual's position on the Board being rescinded in accordance with the Article 70:

"A Trustee shall cease to hold office if he is absent without the permission of the Trustees from all their meetings held within a period of six months and the Trustees resolve that his office be vacated."

6. Frequency of Meetings

The Trust Board will meet *at least* 4 times per year, including at least once every term. It may meet more frequently if needed.

7. Duties and Responsibilities

In overall terms the Trust Board is responsible for:

- Setting the strategic vision and direction for the Trust and its academies.
- Approving and overseeing the implementation of Trust-wide policies and procedures.
- Monitoring and evaluating the educational performance of the academies.
- Ensuring robust financial management, including the approval of budgets and financial statements.
- Ensuring compliance with statutory and regulatory requirements, including safeguarding and health and safety.
- Fostering a culture of continuous improvement and innovation across the Trust.
- Engaging with stakeholders, including parents, students, staff, and the wider community.
- Acting as the employers of all staff within the Trust.
- Overseeing the recruitment, performance management, and remuneration of the Chief Executive Officer (CEO) and other senior leaders.

8. Provisions for Urgent Approvals ('Chair's Action')

In circumstances where an urgent decision is needed, and cannot wait for the next Board meeting, the Chair of the Board, at their discretion can:

- Require a call by telephone or video conference with all committee members.
- Jointly approve the matter, together with the Vice Chair of the Board or another Board member.
- Individually approve the matter if it is reasonable to do so.

In all cases, the decision must be reported to the next meeting of the committee.

9. Independent Clerking Arrangements

The proceedings of the Trust Board will be clerked and minuted in line with all other Trust committees and stored via the online portal GovernorHub.

10. Arrangements for Review

The Terms of Reference will be reviewed annually by the Board at the first meeting of each academic year.

9. COMMITTEES / TASK AND FINISH GROUPS

The Trust Board will delegate work to a Committee only when the following principles apply:

- i. Added value: when doing so is preferable to undertaking the work by the full Trust Board or by delegating the work to key individuals.

This added value should largely be based on one of the follow four principles:

- ii. Focused expertise or experience: in cases where the subject matter requires specific skills or experience to understand and fully engage with the topic being considered.
- iii. Increased assurance: in cases where the subject matter requires significant additional time, detail or commitment for assurance to be obtained on behalf of the Trust Board.
- iv. Increased engagement: in cases where the involvement of specific key individuals in greater detail or depth (that may or may not be a member of the Trust Board) is beneficial for the organisation.
- v. Increased agility or speed: in cases where the Trust Board is required to respond to a specific challenge or deliver a specific piece of work within a compressed timeline.

Standing Subcommittees

These are required where there is a substantial business need for the subcommittee, and there is an expectation that it will meet regularly over the course of the year. The annual calendar of committee business will include approximate dates and an indicative agenda.

Task & Finish Groups

These are required where there is a substantial business need (including responding to a specific critical incident) for a smaller group of Trustees and staff to consider / develop specific projects of areas of work. They should be time limited with a narrowly defined SMART remit.

Aspect	Standing Subcommittee	Task & Finish Group
Purpose	Ongoing oversight and management of specific areas within the Trust.	Address a specific issue, project, or task and disband after completion.
Duration	Permanent or long-term.	Temporary; and disbanded after task completion.
Scope	Broad, ongoing responsibilities within its designated area.	Narrow, focused on a specific task or issue.
Formation	Established as part of the Trust's permanent structure.	Formed on an ad-hoc basis for a specific purpose.
Membership	Consists of members who serve for extended periods, often with regular rotations.	Comprises individuals with relevant expertise for the specific task, the membership dissolves upon completion.

Meetings	Regular, ongoing meetings as part of standard governance processes.	Scheduled as needed to accomplish the specific task; may be more frequent in the short term.
Decision-Making	Involved in continuous decision-making within its scope.	Makes recommendations for one-time decisions based on their findings.
Flexibility	Less flexible; has a fixed structure and ongoing responsibilities.	Highly flexible; formed and disbanded based on the organization's needs.

10. LOCAL GOVERNING BODIES (LGBs)

1. Constitution

The Local Governing Body (LGB) in each school is a subcommittee of Trust Board with delegated responsibilities related to oversight and monitoring of the school's activities in pursuit of positive student outcomes, progress and experience.

2. Membership

- Chair of the LGB (a Trustee appointed by the Trust Board)
- 5 Appointed Governors
- 2 Parent Governors (elected by the parent body)
- 2 Staff Governors (elected by the staff body)
- The Headteacher of the school
- Chief Executive Officer (CEO) and other senior Trust staff in attendance
- Trustees may attend LGB meetings, letting the Chair of the LGB and Chair of Trust Board know in advance.

The Chair of the Trust Board may also attend as an additional member of the committee from time to time and when in attendance shall be treated like any other member of the committee for voting purposes.

The Chair and Vice Chair of the LGB will be appointed annually by the Trust Board.

3. Quorum

The quorum for a meeting of the LGB shall be determined by the same rule as set out at Article 117 of the GLT Articles of Association:

“The quorum for a meeting of the LGB Committee and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Committee at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.”

4. Attendance at Meetings

Attendance at meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by telephone or video conference call is acceptable and may be arranged in advance. Repeated non-attendance may lead to an individual's position on the Committee being rescinded in accordance with the Articles.

5. Frequency of Meetings

The LGB will meet *at least* 4 times per year, including at least once every term. It may meet more frequently if needed.

6. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the LGB (in line with the Scheme of Delegation).

Development Plans and Policies

- Set and ensure the delivery of the school's development plan, in line with the Trust strategic plan and KPIs.
- Produce an annual schedule of LGB agenda items, in conjunction with the Headteacher, to ensure that the work of the LGB delivers the school development plan.
- Ensure compliance against Trust policies where appropriate, and approve local school policies and procedures where appropriate.

School Performance

- Analyse student progress and attainment data in order to improve performance and meet the school KPIs for all students.
- Monitor the performance of vulnerable students in the school (inc Pupil premium and SEND).
- Identify and monitor the progress of priority departments in the school.

Teaching and Learning

- Agree the curriculum and assessment procedures of the school in line with the Trust expectations and statutory requirements.
- Ensure the provision of social, moral, cultural, mental and physical development for students in the school, including Relationships, Sex and Health Education.
- Ensure the provision of independent careers information, advice and guidance in the school.
- Monitor and evaluate the quality of teaching and school self evaluation activities including departmental reviews, ensuring any actions link to the school development plans.
- Monitor the impact of CPD activities across the school.

Safeguarding

- Agree any local procedures for safeguarding in line with the Trust policy.
- Undertake an annual safeguarding audit of the safeguarding work of the school.

Student Behaviour and Welfare

- Determine and monitor the relevant behaviour and discipline policies for the school.
- Monitor attendance figures and those relating to student welfare including bullying and fixed term exclusions.

Estates (in liaison with the Trust CIO)

- Agree a facilities action plan for the school, as appropriate, in line with the Trust masterplan and user input/school requirements.
- Provide oversight for any building projects and monitoring progress and completion.

Health and Safety

- Ensure the school adheres to the Trust policy and determine local school procedures as required.
- Monitor any actions required by the annual Health & Safety Audit conducted by the Trust.
- Ensure that the school's Disaster Recovery and Critical Incident plans are implemented.
- Approve all school trips and confirm that all H&S procedures have been followed.

Ofsted

- Ensure the Ofsted framework is understood by all LGB members to ensure effective representation at an Ofsted inspection.
- Ensure that an action plan to be ratified by the Trust Board is in place following an Ofsted inspection.

Stakeholder Engagement

- Ensure the provision of opportunities for parents, staff, students and the local community to be able to engage with and feedback to the school.

Other

- Contribute to the wider work of the Trust through LGB members serving on other Trust committees.
- Monitor the school Risk Register at every LGB meeting.
- Ensure that the Trust complaints policy is implemented in the school and that the nature and frequency of complaints is monitored.
- Ensure that the LGB carries out a self-evaluation of performance in line with the Trust requirements.

7. Link Governors

In line with statutory requirements and best practice, all LGBs are required to appoint Link Governors for the following three areas. Beyond this, each LGB should determine its own structure based on the priorities set out in the school development plan:

- i. Safeguarding (statutory requirement)
- ii. SEND provision (statutory requirement)
- iii. Careers education and guidance (DfE guidance)

Role of the LGB Safeguarding Link Governor

1. Agree any local procedures for safeguarding in line with the Trust policy.

Policy and Compliance:

- Ensure the institution has effective safeguarding policies and procedures that comply with current legislation and best practices.
- Monitor compliance with safeguarding policies, procedures, and statutory requirements.
- Be assured the school has appropriate online filtering and monitoring in place.
- Be assured that Safeguarding is taught effectively.

Training and Awareness:

- Ensure all governors complete appropriate safeguarding training.
- Advocate for a school culture where safeguarding is everyone's responsibility

Support and Supervision:

- Maintain regular contact with the DSL to discuss safeguarding issues and monitor the effectiveness of safeguarding practices.
- Understand the role of the DSL and support them in their duties.
- Ensure appropriate support mechanisms are in place for students and staff affected by safeguarding issues.
- Ensure that the DSL has sufficient time, training, and resources to carry out their responsibilities effectively.
- Support initiatives that promote the well-being and mental health of students.
- Encourage an environment where students feel safe and able to report concerns.

2. Undertake an annual safeguarding audit of the safeguarding work of the school.

Auditing and Evaluation:

- Conduct annual audit of safeguarding practices and procedures with a focus on reporting and recording.
- Participate in safeguarding audits and self-evaluations to identify strengths and areas for improvement.

Monitoring and Reporting:

- Ensure that appropriate checks are made on the SCR by the DSL and Headteacher.
- Monitor the implementation of safeguarding policies and practices through regular visits and discussions with school staff.
- Ensure that the school's safeguarding records are maintained accurately and confidentially.
- Review safeguarding incidents and ensure that appropriate actions are taken and recorded.
- Report to the governing body on safeguarding matters, providing updates on policy implementation, training, and any safeguarding issues that have arisen.
- Ensure that any actions identified from audits and inspections are implemented effectively and in a timely manner.

Role of the LGB SEND Link Governor

- Ensure that the school has an up-to-date SEND policy that complies with statutory requirements and best practices.
- Review the SEND policy annually and whenever significant changes in legislation or guidance occur.
- Ensure that all SEND policies and procedures are effectively implemented and understood by all staff, volunteers, and governors.
- Maintain regular contact with the SENCO to discuss SEND issues and monitor the effectiveness of SEND practices.
- Understand the role of the SENCO and support them in their duties.
- Ensure that the SENCO has sufficient time, training, and resources to carry out their responsibilities effectively.
- Monitor the implementation of SEND policies and practices through regular visits and discussions with school staff.
- Ensure that the school's SEND records are maintained accurately and confidentially.
- Review the progress and attainment of students with SEND and ensure that appropriate interventions are in place.
- Report to the governing body on SEND matters, providing updates on policy implementation, training, and any SEND issues that have arisen.
- Ensure that the school provides appropriate support and resources for students with SEND.
- Monitor the allocation and effectiveness of SEND funding, including the use of the SEND budget and any additional funding streams such as the pupil premium.
- Ensure that students with SEND have access to the full curriculum and that any necessary adaptations or accommodations are made.
- Promote effective communication and engagement with the parents and carers of students with SEND.
- Participate in SEND audits and self-evaluations to identify strengths and areas for improvement.
- Ensure that any actions identified from audits and inspections are implemented effectively and in a timely manner.
- Advocate for a school culture where inclusion is a priority and all students, regardless of their needs, are valued and supported.
- Encourage an environment where students with SEND feel safe, included, and able to participate fully in school life.
- Support initiatives that promote the well-being and mental health of students with SEND.

Role of Careers Education and Guidance Link Governor

- Ensure that the school has a comprehensive and up-to-date careers education policy that complies with statutory requirements and best practices.
- Review the careers education policy annually and whenever significant changes in legislation or guidance occur.
- Ensure that all Careers, Education, Information and Guidance (CEIAG) policies and procedures are effectively implemented and understood by all staff, volunteers, and governors.
- Maintain regular contact with the Careers Leader to discuss CEIAG issues and monitor the effectiveness of careers education practices.
- Understand the role of the Careers Leader and support them in their duties.
- Ensure that the Careers Leader has sufficient time, training, and resources to carry out their responsibilities effectively.
- Monitor the implementation of CEIAG policies and practices through regular visits and discussions with school staff.
- Ensure that the school's careers education records are maintained accurately and confidentially.
- Review the effectiveness of the careers programme and ensure that it meets the needs of all students.
- Report to the governing body on careers education matters, providing updates on policy implementation, training, and any careers education issues that have arisen.
- Ensure that the school provides appropriate support and resources for careers education.
- Monitor the allocation and effectiveness of careers education funding, including any additional funding streams available.
- Ensure that students have access to high-quality careers information, advice, and guidance.
- Encourage parental involvement in careers events and activities.
- Participate in reviews and audits of the careers education programme to identify strengths and areas for improvement.
- Ensure that any actions identified from reviews and audits are implemented effectively and in a timely manner.
- Ensure the school complies with all relevant statutory and regulatory requirements for careers education, including the Gatsby Benchmarks.
- Monitor changes in careers education legislation and guidance, advising the school on necessary actions.
- Promote best practices in careers education and ensure continuous improvement.

8. Provisions for Urgent Approvals ('Chair's Action')

In circumstances where an urgent decision is needed, and cannot wait for the next LGB meeting, the Chair of the LGB, at their discretion can:

- Require a call by telephone or video conference with all committee members
- Jointly approve the matter, together with the Vice Chair of the LGB or another LGB member
- Individually approve the matter, if it is reasonable to do so.

In all cases, the decision must be reported to the next meeting of the committee.

9. Reporting Procedures

The LGB Committee will report to the Trust Board and will submit relevant documentation as required.

10. Independent Clerking Arrangements

The proceedings will be clerked and minuted in line with all other Trust committee proceedings and stored via the online portal GovernorHub.

11. Arrangements for Review

The Terms of Reference will be reviewed annually at the first meeting of each academic year. Any proposals and/or recommendations for change will be presented for approval to the next meeting of the Trust Board.

11. TRUST FINANCE COMMITTEE

1. Constitution

A subcommittee with delegated responsibilities from the Trust Board to monitor the Trust's financial position and financial control systems, comprising representatives of the Trust Board and Local Governing Bodies ('LGB') in a combined committee structure.

2. Membership

- 5 Trust Board Members
- The CEO and Accounting Officer
- 3 LGB Governors– approved by Trust Board
- CFO in attendance

The Chair of the Trust Board may also attend as an additional member of the committee from time to time and when in attendance shall be treated like any other member of the committee for voting purposes.

The Chair of the Finance, Audit & Risk Committee will be appointed annually by the Trust Board. The Vice Chair will be appointed annually by the Finance, Audit & Risk Committee.

3. Quorum

The quorum for a meeting of the Finance Committee shall be determined by the same rule as set out at Article 117 of the GLT Articles of Association:

“The quorum for a meeting of the Finance Committee and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Committee at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.”

4. Attendance at Meetings

Attendance at meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by telephone or video conference call is acceptable and may be arranged in advance. Repeated non-attendance may lead to an individual's position on the Committee being rescinded in accordance with the Articles.

5. Frequency of Meetings

The Finance Committee will meet *at least* 4 times per year, including at least once every term. It may meet more frequently if needed.

6. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the Finance Committee:

Budgeting and Financial Performance Monitoring

- Scrutinise the draft annual budget prepared by the Trust's Executive Leadership Team.
- Recommend the budget for approval to the Trust Board, ensuring it aligns with the Trust's strategic objectives and financial sustainability.
- Regularly review financial reports, including income statements, balance sheets, and cash flow statements.
- Monitor actual financial performance against the budget, identifying variances and ensuring corrective actions are taken where necessary.

Policies and Financial Controls

- Review and approve financial policies, including procurement, expense reimbursement, and financial reserves.
- Ensure policies are compliant with statutory and regulatory requirements, and promote best practices in financial management.
- Ensure effective financial control systems are in place to prevent fraud and misuse of funds.
- Oversee the implementation and effectiveness of internal controls across the Trust.

External Audit, Compliance and Assurance

- Oversee the selection and appointment of external auditors, ensuring a robust and transparent tender process.
- Review the external auditor's proposed audit plan, scope, and fees.
- Review the external auditor's reports and management letters, monitoring the implementation of recommendations.
- Ensure the Trust complies with the Academies Financial Handbook, the Charities Statement of Recommended Practice (SORP), and other relevant regulations.

Other Responsibilities

- Review the Trust's annual report and financial statements, ensuring they provide a true and fair view of the Trust's financial position.
- Recommend the annual report and financial statements for approval by the Trust Board.
- Ensure the Trust's assets, including property and equipment, are managed effectively and maintained appropriately.
- Review the asset management strategy and ensure it supports the Trust's long-term sustainability.

7. Provisions for Urgent Approvals ('Chair's Action')

In circumstances where an urgent decision is needed, and cannot wait for the next Finance Committee meeting, the Chair of the Committee, at their discretion can:

- Require a call by telephone or video conference with all committee members.
- Jointly approve the matter, together with the Vice Chair of the Committee or another non-executive member.
- Individually approve the matter, if it is reasonable to do so.

In all cases, the decision must be reported to the next meeting of the committee.

8. Reporting Procedures

The Finance, Audit & Risk Committee will report to the Trust Board and will submit relevant papers for approval in accordance with the preceding section.

Timetables and arrangements for management reporting, as well as statutory reporting, are set out in the Trust's Financial Procedures.

9. Independent Clerking Arrangements

The proceedings will be clerked and minuted in line with all other Trust committee proceedings and stored via the online portal GovernorHub.

10. Arrangements for Review

The Terms of Reference will be reviewed annually at the first meeting of each academic year. Any proposals and/or recommendations for change will be presented for approval to the next meeting of the Trust Board.

12. TRUST HR & REMUNERATION COMMITTEE

1. Constitution

A subcommittee with delegated responsibilities from the Trust Board to monitor the Trust's HR performance and processes, comprising representatives of the Trust Board.

2. Membership

- A minimum of 5 Trust Board members
- CEO and CPO in attendance (CEO not in attendance for CEO remuneration item)

The Chair of the Trust Board may also attend as an additional member of the committee from time to time and when in attendance shall be treated like any other member of the committee for voting purposes.

The Chair of the HR & Remuneration Committee will be appointed annually by the Trust Board. The Vice Chair will be appointed annually by the HR & Remuneration Committee.

3. Quorum

The quorum for a meeting of the HR & Remuneration Committee shall be determined by the same rule as set out at Article 117 of the GLT Articles of Association:

“The quorum for a meeting of the HR Committee and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Committee at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.”

4. Attendance at Meetings

Attendance at meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by telephone or video conference call is acceptable and may be arranged in advance. Repeated non-attendance may lead to an individual's position on the Committee being rescinded in accordance with the Articles.

5. Frequency of Meetings

The HR & Remuneration Committee will meet at least 4 times per year, including at least once every term. It may meet more frequently if needed.

6. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the HR Committee:

Human Resources Strategy and Policies

- Review and approve the Trust's HR strategy, ensuring it aligns with the Trust's overall strategic objectives.
- Monitor the implementation of the HR strategy and make recommendations for improvement.
- Review and approve HR policies.
- Ensure policies comply with employment law, regulatory requirements, and best practices.
- Oversee organizational development initiatives to ensure the Trust has the capacity and capability to achieve its goals.
- Ensure the Trust complies with all employment laws and regulations.
- Monitor changes in employment law and best practices, and update policies accordingly.

Performance Management and Staff Development

- Oversee the development and implementation of performance appraisal systems.
- Ensure appraisals are conducted regularly and fairly, providing opportunities for staff development and feedback.
- Promote a culture of continuous professional development.
- Ensure adequate resources are allocated for staff training and development programmes.
- Support the development of leadership skills at all levels of the organization.
- Oversee specific leadership development programmes and initiatives.

Remuneration and Benefits

- Develop and review the Trust's remuneration framework, ensuring it is fair, competitive, and aligned with the Trust's objectives.
- Ensure the framework reflects the Trust's commitment to pay equity and transparency.
- Review, approve and enact the remuneration policy for the Chief Executive Officer (CEO).
- Ensure executive remuneration is linked to performance and aligned with the Trust's strategic goals.
- Review and recommend staff benefits packages, including pensions, health benefits, and other perks.
- Ensure benefits are competitive and support the recruitment and retention of staff.

7. Provisions for Urgent Approvals ('Chair's Action')

In circumstances where an urgent decision is needed, and cannot wait for the next HR & Remuneration Committee meeting, the Chair of the Committee, at their discretion can:

- Require a call by telephone or video conference with all committee members.
- Jointly approve the matter, together with the Vice Chair of the Committee or another committee member.
- Individually approve the matter, if it is reasonable to do so.

In all cases, the decision must be reported to the next meeting of the committee.

8. Reporting Procedures

The HR & Remuneration Committee will report to the Trust Board and will submit relevant papers for approval in accordance with the preceding section.

9. Independent Clerking Arrangements

The proceedings of the HR & Remuneration Committee will be clerked and minuted in line with all other committee proceedings and stored via the online portal GovernorHub.

Items related specifically to senior staff remuneration will be kept secure and open only to Trustees and the Chief People Officer.

10. Arrangements for Review

The Terms of Reference will be reviewed annually at the first meeting of each academic year. Any proposals and/or recommendations for change will be presented for approval to the next meeting of the Trust Board.

13. TRUST GOVERNANCE, AUDIT & RISK COMMITTEE

1. Constitution

A subcommittee with delegated responsibilities from the Trust Board to be responsible for ensuring effective governance across the Trust.

2. Membership

- Chair of Trust Board
- Up to 5 Trust Board members
- CEO and Head of Governance in attendance

The Chair of the Governance, Audit & Risk Committee will be appointed annually by the Trust Board. The Vice Chair will be appointed annually by the Committee.

3. Quorum

The quorum for a meeting of the Governance Committee shall be determined by the same rule as set out at Article 117 of the GLT Articles of Association:

“The quorum for a meeting of the Governance, Audit & Risk Committee and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Committee at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.”

4. Attendance at Meetings

Attendance at Governance, Audit & Risk Committee meetings is monitored and reported in the Trust’s Annual Report & Accounts. Attendance by telephone or video conference call is acceptable and may be arranged in advance. Repeated non-attendance may lead to an individual’s position on the Governance Committee being rescinded in accordance with the Articles.

5. Frequency of Meetings

The Governance Committee will normally meet termly. It may meet more frequently if needed.

6. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the Governance, Audit & Risk Committee:

Governance Development

- Develop and review the Trust’s governance framework, including its structure, policies, and procedures.
- Ensure the framework supports the Trust’s strategic objectives and complies with statutory and regulatory requirements.
- Review and approve key governance policies, such as the code of conduct for trustees and committee members, conflict of interest policy, and terms of reference for all committees.
- Ensure policies are updated regularly to reflect changes in legislation and best practices.

Trust Board and Subcommittee Effectiveness

- Review the composition of the Trust Board and its subcommittees to ensure they have the necessary skills, diversity, and expertise.
- Develop and oversee a skills matrix to identify gaps and inform recruitment and training needs.
- Oversee the recruitment and selection process for new trustees and subcommittee members.

- Ensure effective induction programmes are in place for new trustees and committee members to familiarise them with the Trust's governance framework and strategic priorities.
- Develop and monitor a training and development plan for trustees and committee members.
- Ensure ongoing professional development opportunities are available to enhance governance effectiveness.
- Conduct regular evaluations of the performance and effectiveness of the Trust Board and its committees.
- Use the findings to make recommendations for improvements and address any identified issues.

Risk Management

- Develop and maintain a comprehensive risk management framework.
- Ensure a systematic approach to identifying, assessing, and managing risks across the Trust.
- Regularly review the Trust's risk register to identify principal risks and ensure they are effectively managed.
- Assess the likelihood and impact of key risks, prioritising them based on their potential effect on the Trust's objectives.
- Ensure appropriate risk mitigation strategies and action plans are in place.
- Monitor the effectiveness of risk management activities and make recommendations for improvements.
- Ensure the Trust has adequate insurance coverage to protect against significant risks.
- Review insurance policies annually and make recommendations for changes or additional coverage as needed.

Compliance & Internal Audit

- Ensure the Trust complies with all relevant statutory and regulatory requirements, including the Academies Financial Handbook and the Charity Governance Code.
- Monitor changes in governance legislation and guidance, advising the Trust Board on necessary actions.
- Approve the internal audit plan and ensure it covers key risk areas.
- Review internal audit reports, findings, and management responses.
- Monitor the implementation of internal audit recommendations to strengthen internal controls.
- Oversee the Trust's whistleblowing policy and procedures, ensuring staff can report concerns confidentially and without fear of reprisal.
- Monitor the Trust's fraud prevention measures and ensure robust procedures are in place to detect and respond to fraud.

Ethical Standards and Conduct

- Review and uphold the Trust's code of conduct for trustees and committee members, ensuring high standards of integrity and ethical behaviour.
- Address any breaches of the code of conduct in a timely and appropriate manner.
- Ensure all trustees and committee members declare any conflicts of interest and manage these in accordance with the Trust's conflict of interest policy.
- Maintain a register of interests and ensure it is updated regularly.

7. Provisions for Urgent Approvals ('Chair's Action')

In circumstances where an urgent decision is needed, and cannot wait for the next Governance, Audit & Risk Committee meeting, the Chair of the Committee, at their discretion can:

- Require a call by telephone or video conference with all committee members.
- Jointly approve the matter, together with the Vice Chair of the Committee or another committee member.

- Individually approve the matter, if it is reasonable to do so.

In all cases, the decision must be reported to the next meeting of the Committee.

8. Reporting Procedures

The Governance, Audit & Risk Committee will report to the Trust Board and will submit relevant papers for approval in accordance with the preceding section.

The minutes from the Governance, Audit & Risk Committee will be presented to the Trust Board at its next meeting after this committee has met.

9. Independent Clerking Arrangements

The proceedings will be clerked and minuted in line with all other Trust committee proceedings and stored via the online portal GovernorHub.

10. Arrangements for Review

The Terms of Reference will be reviewed annually at the first meeting of each academic year. Any proposals and/or recommendations for change will be presented for approval to the next meeting of the Trust Board.

11. Declarations of Interest

Given the remit and nature of this committee, it is likely that one or more members of the committee will have an interest in one or more agenda items at each meeting. Where an interest is identified by a committee member, it should be highlighted and minuted. The committee should discuss the interest and decide on each case whether it represents a conflict of interest for the member concerned. If a conflict of interest is identified, the member concerned should withdraw from the meeting for the remainder of the discussion of that agenda item and the other members present will decide on the matter. Should the removal of the conflicted member for that agenda item render the committee inquorate, any decision required should be postponed either to the next meeting of this committee or to the next Trust Board meeting, unless the matter is urgent, in which case Chair's action can be considered.

Should the situation arise whether there is a conflict of interest for all members of the committee on a matter, a discussion should be held on the matter, with any decision made being dependent on the matter being brought to the next full Trust Board meeting to ensure the conflict of interest is appropriately mitigated.

14. TRUST ADMISSIONS COMMITTEE

1. Constitution

A subcommittee with delegated responsibilities from the Trust Board to determine and monitor the student admissions process, comprising representatives of the Trust Board and Local Governing Bodies ('LGB') in a combined committee structure.

2. Membership

- 3 Trust Board Members
- Chief Executive Officer
- 1 LGB Governor from each School
- Headteachers (in attendance)
- Head of Governance (in attendance)

The Chair of the Trust Board may also attend as an additional member of the committee from time to time and when in attendance shall be treated like any other member of the committee for voting purposes.

The Chair of the Admissions Committee will be appointed annually by the Trust Board. The Vice Chair will be appointed annually by the Admissions Committee.

3. Quorum

The quorum for a meeting of the Admissions Committee shall be determined by the same rule as set out at Article 117 of the GLT Articles of Association:

"The quorum for a meeting of the Admissions Committee and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Committee at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved."

4. Attendance at Meetings

Attendance at meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by telephone or video conference call is acceptable and may be arranged in advance. Repeated non-attendance may lead to an individual's position on the Committee being rescinded in accordance with the Articles.

5. Frequency of Meetings

The Admissions Committee will meet *at least* 2 times per year. It may meet more frequently if needed.

6. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the Admissions Committee:

- Develop, review, and recommend to the Trust Board the admissions policy for each school within the Trust.
- Ensure the admissions policy complies with the School Admissions Code and other relevant legislation.
- Ensure that admissions criteria are applied consistently across the Trust and monitor data to track this.
- Make appropriate arrangements for special consideration for Sixth Form applications.
- Encourage and promote admissions from all eligible students including those from disadvantaged backgrounds.

7. Provisions for Urgent Approvals ('Chair's Action')

In circumstances where an urgent decision is needed, and cannot wait for the next Admissions Committee meeting, the Chair of the Committee, at their discretion can:

- Require a call by telephone or video conference with all committee members.
- Jointly approve the matter, together with the Vice Chair of the Committee or another non-executive member.
- Individually approve the matter, if it is reasonable to do so.

In all cases, the decision must be reported to the next meeting of the committee.

8. Reporting Procedures

The Admissions Committee will report to the Trust Board and will submit relevant papers for approval in accordance with the preceding section.

The minutes from the Admissions Committee will be presented to the Trust Board at its next meeting after this committee has met.

9. Independent Clerking Arrangements

The proceedings will be clerked and minuted in line with all other Trust committee proceedings and stored via the online portal GovernorHub.

10. Arrangements for Review

The Terms of Reference will be reviewed annually at the first meeting of each academic year. Any proposals and/or recommendations for change will be presented for approval to the next meeting of the Trust Board.

15. TRUST EXCLUSIONS COMMITTEE

1. Constitution

A 'task and finish group' subcommittee with delegated responsibilities from the Trust Board to review suspension and exclusion decisions in line with statutory guidelines and Trust / school policies.

2. Membership

Three individuals appointed by the Chair of Trust Board from the following:

- Trustees
- Local Governing Body Members
- Chief Executive Officer

Members should be selected to ensure impartiality and independence, with none having prior involvement in the suspension or exclusion decision, any relationship with the student or their family, or conflicts of interest.

In attendance

The following parties will be invited to a meeting of the Exclusions Committee and allowed to make representations or share information:

- Parents / carers, or the student if they are 18 or older (and, if requested, a representative or friend)
- The student, if they are under 18 and it is appropriate for their age and understanding (and, if requested, a representative or friend)
- The Headteacher
- The student's social worker, if applicable
- The Virtual School Head (VSH), if the student is looked after

The Chair of the Committee shall be a Trustee who is not the Chief Executive Officer.

3. Quorum

The quorum for a meeting of the Exclusions Committee shall be all three members.

4. Attendance at Meetings

The meeting may be held remotely at the request of the parents / carers, or the student if they are 18 or older. If no preference is expressed, the meeting should be conducted in person.

In cases of extraordinary or unforeseen circumstances that make an in-person meeting impracticable, the meeting will be held remotely. Remotely accessed meetings must follow the same procedural requirements as in-person meetings.

Before agreeing to hold a meeting remotely, the school / Trust will ensure the following conditions are met:

- All participants have access to technology that allows them to hear, speak, see, and be seen.

- All participants will be able to participate fully.
- The remote meeting can proceed in a fair and transparent manner.
- Social workers and the Virtual School Head (VSH) may always join remotely, regardless of whether the meeting is held in person, provided they meet the conditions for remote access listed above.

If unresolved technical issues during a remote meeting compromise effective participation or prevent fair and transparent proceedings, the meeting will be promptly rescheduled as an in-person meeting.

5. Frequency of Meetings

The Exclusions Committee will meet as required by the Student Suspensions and Exclusions Policy.

6. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the Exclusions Committee:

- Review exclusion decisions to determine if the student should be reinstated
- Hear parental appeals, as appropriate, ensuring fairness and transparency.

The Exclusions Committee can either:

- Decline to reinstate the student, or
- Direct the reinstatement of the student immediately, or on a particular date.

In reaching its decision, the Exclusions Committee will review whether the exclusion was lawful, reasonable, and procedurally fair, and whether the Headteacher adhered to legal duties. The Committee will use the “balance of probabilities” standard (different from the criminal standard of “beyond reasonable doubt”) to assess whether facts are true, alongside any relevant evidence related to the exclusion.

7. Reporting Procedures

The Chief Executive Officer is responsible for monitoring the use of suspensions and exclusions.

Local Governing Bodies and the Trust Board are jointly accountable for monitoring suspensions and exclusions termly, annually, and over three years to ensure no student group is unfairly impacted and that individual needs are met.

8. Independent Clerking Arrangements

The proceedings will be clerked and minuted in line with all other Trust committee proceedings and stored via the online portal GovernorHub.

16. TRUST COMMITTEES PROTOCOL

Meeting Preparation

The following members of the Executive Leadership Team (ELT) have responsibility for the preparation of meeting agendas and coordinating the preparation of papers. Reference should be made to the calendar of business in this handbook.

Committee	Lead Staff Support
Trust Board	CEO & Head of Governance
Trust Finance	CFO & CIO
Trust Governance, Audit & Risk	CEO & Head of Governance
Trust HR & Remuneration	CPO
Trust Admissions	CEO & Head of Governance
Trust Exclusions	CEO & Head of Governance
Local Governing Bodies	Headteachers

The Lead for each committee will contact the Chair of the committee at least 10 days before the meeting to finalise the agenda and agree the required papers and timings for each item.

If necessary, the proposed agenda will then be sent to the Clerk of the committee for feedback to ensure all necessary governance items are included.

The Head of Governance will then format this into an agenda document and co-ordinate the collection of materials for the meeting. The ELT member (as appropriate) will be responsible for the quality of these materials.

The agenda and papers will be circulated one week before the meeting to all members of the committee and the clerks. This will be done by e-mail from Governor Hub unless otherwise instructed. Paper copies will only be printed for Trustees and Governors on request.

Meeting Management

Apologies for absence should be provided to the Clerk at least 24 hours before a meeting.

All members should aim to arrive for the meeting on time. Where possible if a member is held up or cannot attend at the last minute the Chair should be contacted by text or phone.

Meeting attendees are responsible for bringing their own electronic or paper copies of materials to the meetings.

The Chair of the committee should ensure that the time slots on the agenda are adhered to.

Purpose of Papers

All papers should clearly identify their purpose as one of three types:

For Noting

These papers are provided to committee members to inform them about certain issues, updates, or developments. These papers are intended to keep members informed without requiring any decision or action.

What it means for Committee members:

- Awareness: members need to read and understand the information presented.
- No Action Required: members do not need to debate, discuss in depth, or make any decisions regarding these papers. They simply acknowledge the content.
- Record Keeping: the information is officially recorded as having been shared with the committee.

For Consideration

These papers are presented to the committee for discussion and deliberation. These papers often outline proposals, issues, or options that require the committee's input and feedback.

What it means for Committee members:

- Discussion: members are expected to review the content carefully and come prepared to discuss the implications, provide input, and possibly suggest alternatives.
- Feedback: members provide their opinions and perspectives to shape the final decision or recommendation.
- Decision Pending: while no final decision is made solely based on these papers, they inform the decision-making process, which may occur at a later stage or in subsequent meetings.

For Approval

These papers contain proposals or decisions that require the formal agreement or endorsement of the committee. These papers often include detailed information and recommendations that have been considered previously.

What it means for Committee members:

- Final Decision: members need to review the proposal thoroughly and make a formal decision to approve or reject it.
- Due Diligence: members should ensure they fully understand the implications of the approval and that any necessary due diligence has been conducted.
- Record of Decision: the outcome of the approval process is formally recorded in the meeting minutes, reflecting the committee's official stance on the matter.

Type	Definition	Member Responsibilities
For Noting	Information for members' awareness, no action required	Read, understand, acknowledge
For Consideration	Proposals/issues requiring discussion and feedback	Review, discuss, provide input
For Approval	Proposals requiring formal agreement and decision	Review thoroughly, decide to approve or reject, ensure due diligence

Format of Meeting Papers

All papers being presented to the Trust Board/Trust Committees or LGBs should use the agreed paper template and include:

- Title of Paper
- Date of Paper
- Presenter (name and job title)
- Purpose of the Paper (for noting, for consideration, for approval)
- Executive Summary if required (a short explanation that gives an understanding of the subject and any conclusions, key messages, recommendations, desired outcomes and should be no longer than one page)
- Appendices if needed (where detailed tables, information can be added)
- All papers should be in pdf format

Post Meeting

The Clerk will provide draft minutes for initial approval within 10 working days of the meeting using the agreed format of three columns and detailed numbering for ease of reference.

Where an action is required this should be clearly identified in the right hand column using the person's initials

The draft minutes will be sent in the first instance to the ELT Lead for amendments (via tracked changes). They should then pass their amended minutes to the Chair of the committee (copying to the Clerk) for them to add their amendments (also via tracked changes). The Chair should then pass to the Clerk in order that they can be formatted into a "clean copy" and submitted for formal approval at the next meeting.

The final minutes should be completed within 15 working days of the date of the meeting

17. CODE OF CONDUCT

This code sets out the expectations and commitment required from GLT Trustees and members of Local Governing Bodies in order for governance to work effectively across the Trust. This Code should be read in conjunction with the *GLT Articles of Association* and the *GLT Governance Handbook* which contains the scheme of delegation. It should also be read in conjunction with relevant guidance provided by the Department for Education and the Charity Commission for England and Wales:

www.gov.uk/guidance/charity-trustee-whats-involved

www.gov.uk/guidance/-governance-in-academy-trusts

As individuals on the Trust Board and Trust Committees, including the LGBs, we agree to the following:

A. Role and Responsibilities

1. We will abide by the Nolan Principles.
2. We understand the purpose of the Trust Board and Trust Committees and the role of the executive leaders.
3. We will respect the role of the executive and their responsibility for the day-to-day management of the organisation and avoid any actions that might undermine such arrangements.
4. We will actively support and challenge the executive leaders.
5. We accept that we have no legal authority to act individually, except when the Trust Board has given us delegated authority to do so, and therefore we will only speak on behalf of the Trust Board when we have been specifically authorised to do so.
6. We accept collective responsibility for all decisions made by the Trust Board or Trust Committees. This means that we will not speak against majority decisions outside the Trust Board or Trust Committee meetings.
7. We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
8. We will encourage open governance and will act appropriately.
9. We will consider carefully how our decisions may affect the community and other schools.
10. We will always be mindful of our responsibility to maintain and develop the ethos and reputation of the Trust. Our actions within the Trust and the local community will reflect this.
11. In making or responding to criticism or complaints we will follow the GLT Complaints Policy.
12. We will accept and respect the difference in roles between the Trust Board and Trust Committees and staff, ensuring that we work collectively for the benefit of the organisation.
13. We agree to adhere to the Trust/School's rules and policies and the procedures of the Trust Board as set out by the relevant GLT governing documents including the GLT Governance Handbook and the law.
14. When formally speaking or writing in our governing role we will ensure our comments reflect current Trust policy even if they might be different to our personal views.
15. When communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the Trust

B. Commitment

16. We acknowledge that accepting office as a Trustee or member of a Trust Committee involves the commitment of significant amounts of time and energy.

17. We will each involve ourselves actively in the work of the Trust Board and Trust Committees, and accept our fair share of responsibilities, including service on working groups, and we will actively participate in all meetings we attend.
18. We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
19. We will get to know the Trust and the school(s) we work with well and respond to opportunities to involve ourselves in school activities.
20. We will visit the school(s) we work with, arranging any visit in advance with the Headteacher and undertaking the visit within the framework established by the LGB in each school.
21. When visiting the school in a personal capacity (eg as a parent or carer), we will maintain our underlying responsibility as a Trustee or member of the Local Governing Body.
22. We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
23. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the Trust Board or Trust Committees, attendance records, relevant business and pecuniary interests, and category of member of the LGB (if appropriate) will be published on the school and GLT website.
24. In the interests of transparency we accept that information relating to Trustees or members of the Local Governing Body (LGB) will be collected and logged on the Department for Education's national database of governors (known as "Get Information about Schools (GIAS)").

C. Relationships

25. We will strive to work as a team in which constructive working relationships are actively promoted.
26. We will express views openly, courteously and respectfully in all our communications.
27. We will support the Chairs in their role of ensuring appropriate conduct both at Trust Board and Trust Committee meetings at all times.
28. We are prepared to answer queries from other Trustees or members of the LGB in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
29. We will seek to develop effective working relationships with the executive leaders, staff and parents, the local authority, other relevant agencies and the local community.

D. Behaviour at Meetings

30. We will abide by the Terms of Reference for each committee and will not bring issues to the committee that do not fall into that committee's remit as set out in the GLT Scheme of Delegation.
31. We will keep to the agenda set for each meeting and will usually only bring items to the meeting under 'Any other Business' (AOB) that are urgent, preferably with prior agreement by the Chair of that committee.
32. We will read the papers for each meeting in advance in order to be able to provide effective support and challenge to the executive leaders. We will attend all meetings where possible and actively participate in the work of the committee.

E. Confidentiality

33. We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.

34. We will exercise the greatest prudence at all times when discussions regarding Trust/school business arise outside a Trust Board or a Trust Committee meeting.
35. We will not reveal the details of any Trust Board or a Trust Committee vote.
36. We will ensure all confidential papers are held and disposed of appropriately.
37. We understand that the requirements relating to confidentiality will continue to apply after a Trustee or a member of an LGB leaves office.

F. Conflicts of Interest

38. We will abide by the GLT Conflict of Interest Policy.
39. We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the Trust's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
40. We accept that the Register of Business Interests will be published on the Trust/school website.
41. We will declare any actual or potential conflict of interest at the start of any meeting should the situation arise.
42. We will act in the best interests of the Trust as a whole and not as a representative of any group, even if elected to the Trust Board or a Trust Committee.

G. Breaches of this Code of Conduct

43. Trustees and members of an LGB must agree to abide by this Code of Conduct by signing the declaration below at the start of each academic year. This acknowledges that all Trustees and members of an LGB have read and understood this document.
44. Trustees and members of an LGB must follow this Code of Conduct at all times. Failure to do so may lead to their suspension or removal following the process for removal outlined in this document. This applies to all Trustees and members of the LGB irrespective of whether they have been appointed or elected to their position.

H. Nolan Principles of Public Life

Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations.

- **Selflessness:** holders of public office should act solely in terms of the public interest.
- **Integrity:** holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- **Objectivity:** holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- **Accountability:** holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

- **Openness:** holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- **Honesty:** holders of public office should be truthful.
- **Leadership:** holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Signed : _____

Name : _____

Position : _____

Process for Removal of a Trustee or member of a Local Governing Body

The process will be compliant with the Articles of the Girls' Learning Trust at all times. The provision for a removal of a Member is set out in the Articles.

The Trustee or member of an LGB being considered for removal is referred to here as the "individual"

A. Grounds for Removal

The removal of an individual should be a last resort. The Trust Board will aim to resolve any situation before it reaches the removal stage, for example through mediation, verbal and written warnings or targeted training. Only when these measures have not succeeded, and the individual continues to act inappropriately, should removal be considered.

The Trust Board may consider removing an individual where:

- There has been a failure to comply with the GLT Code of Conduct.
- There has been serious misconduct. Whether or not an action is classed as serious misconduct should be determined by the Governance Committee based on the facts of the case. It is expected that actions that compromise the Nolan principles would be considered in scope of this.
- They have displayed repeated and serious incompetence.
- They have engaged in conduct aimed at undermining fundamental British values.
- Their actions are significantly detrimental to the effective operation of the Trust Board or Trust Committees (including LGBs), and/or their actions interfere with the operational efficiency of the Trust and/or schools.
- They have not engaged with nor attended meetings for 6 months.

The examples above are not exhaustive.

B. Procedure for Removal

- If it is believed that this code has been breached, or if the conduct of an individual falls below the required standard, this needs to be raised with the Chair of the Trust Board who will investigate.
- If it is the Chair of the Trust Board that is believed to have breached this code, then this needs to be reported to the Vice Chair if the Trust Board or another Trustee, who will then investigate.

If the individual investigating the issue believes there is a case to answer, then the following steps should be taken:

- The proposal to remove must be presented to the GLT Governance Committee, who will consider the case and decide whether to proceed to remove the individual.
- A further meeting of the Governance Committee should then be convened within 28 days from the decision to proceed being taken.
- The individual will be given the chance to make a statement in response to the decision to proceed with suspension/removal.

C. Arranging / Conducting the Meeting

- If the decision is taken to proceed with a proposal to remove an individual, then a delegated group of the Trust Governance committee (Removal Committee) will be formed of:

- For a member of an LGB: at least 3 Trustees
 - For a Trustee: 3 Members of the Trust
- The meeting should be convened no fewer than 28 days from the decision to proceed being taken.
 - This meeting will include a “resolution to remove” as an agenda item.
 - The Chair of the Trust Board will present a written proposal to the Removal Committee stating the reasons why suspension/removal is proposed.
 - The individual will be given the opportunity to present a written or verbal statement at the meeting in response to the decision to proceed with suspension/removal and may attend the meeting if they wish.
 - Any papers relating to the removal (for example, any written statement the individual would like to submit) should be included in the papers to be considered at the Removal Committee meeting and sent to committee members 7 days before the meeting.
 - The Removal Committee will then decide on whether to remove the individual or take no action. If the decision is made to remove the individual, this will be communicated to the individual in writing explaining the reasons why. This will take place within 7 days of the meeting taking place.
 - If the Chair of the Trust Board is the subject of the investigation, then the Vice Chair of the Trust Board will present the case. The Chair of the Trust Board will then not take any part in the Removal Committee meeting other than to present their own case.

D. Appeal Against the Decision

- If the individual wishes to appeal against this decision, then this appeal will be heard by the Appeal Committee, which will consist of:
 - For a member of an LGB: a delegated group of the Trust Board formed of at least 2 Trustees not previously involved in the case and 1 GLT Member who is not a Trustee.
 - For a Trustee: 2 members of the Trust not previously involved in the case, and 1 external individual appointed by the Members on the basis of experience and expertise.
- Any appeal must be made to the Clerk to the GLT Board, in writing, within 14 days of the date of the written communication explaining the decision.
- The meeting to hear the appeal will be convened no less than 14 days from the appeal being made where practicable.
- The individual in question will be given the opportunity to present a written or verbal statement at the meeting in support of the appeal and may attend the meeting if they wish.
- The Appeal Committee will consider any appeal and respond in writing within 7 days of the meeting.
- The Appeal Committee decision is final.

18. RECRUITMENT AND INDUCTION PROTOCOL

This protocol sets out the key steps to ensure that new Trustees or members of the Local Governing Bodies are recruited fairly, and can carry out an induction process to ensure they can be effective in their new role.

Recruitment

There are four key stages that should guide the recruitment process (other than when an election is required):

1. Needs Assessment and Role Definition

- Conduct a Skills Audit: evaluate the current skills, knowledge, and diversity of the Board or Committee.
- Identify Gaps: determine additional skills and experiences needed.
- Develop Role Descriptions: create detailed descriptions outlining responsibilities, expectations, and qualifications.
- Define Person Specifications: specify the personal attributes, skills, and experiences desired in candidates.

2. Outreach and Application

- Advertise the Role: promote the role widely through relevant channels, ensuring diverse and inclusive outreach.
- Prepare Application Pack: include the role description, person specification, and key information about the Trust.
- Provide Application Forms: use a structured online form to standardise candidate information.

3. Selection and Appointment

- Establish a Panel: define who is part of the selection process and agree a clear timetable.
- Shortlist Candidates: review applications against the role criteria.
- Conduct Interviews: perform structured interviews to assess candidate suitability and ensure fairness in the process.
- Check References: conduct thorough reference and background checks as required by relevant legislation.
- Seek Approval: present the final candidates to the relevant Board or Committee for approval with a formal paper.

Induction

Welcome Meeting	
<p>Topics covered in this meeting should include:</p> <ul style="list-style-type: none"> ▪ Trust Structure ▪ GLT Governance Handbook ▪ GLT Code of Conduct (read and sign) ▪ Financial position of the Trust ▪ Trust/School priorities ▪ Role and commitment of Trustee / Governor ▪ Buddy system ▪ Skills audit ▪ Business interests 	<p>As soon as possible after appointment or election and before attending any Trust/LGB meetings</p> <p>For Trustees, the meeting will be held with the Chair and /or Vice Chair of the Board and the CEO</p> <p>For members of the LGB, the meeting will be held with the CEO, Chair of the LGB and the Headteacher</p>

<ul style="list-style-type: none"> ▪ Governor Hub 	
Visit to School / Schools	
<p>Topics covered in this meeting should include:</p> <ul style="list-style-type: none"> ▪ Meeting with Exec/Leadership teams ▪ Tour of school hosted by students 	<p>As soon as possible after appointment or election</p> <p>New Trustees will be expected to visit all schools in the Trust</p>
Buddy System	
<p>All new Trustees / Governors will be allocated a 'buddy' for an initial period of 6 months.</p> <p>The role of the buddy is to:</p> <ul style="list-style-type: none"> ▪ Meet the new Trustee / Governor prior to their first meeting to explain the papers/procedures ▪ To provide further support as needed ▪ Talk through the expectations of a Trustee / Governor at meetings, e.g. critical friend ▪ To answer questions as required. 	<p>As soon as possible after appointment or election</p>
Review Meeting	
<p>To be held sixth and twelve months after appointment. The meeting will review the induction process and agree any further training needs.</p>	<p>For Trustees, the meeting will be held with the Chair and Vice Chair of the Board and the CEO</p> <p>For members of the LGB, the meeting will be held with the CEO, Chair of the LGB and the Headteacher</p>