



GOVERNANCE HANDBOOK

Updated December 2023

Our vision is to be champions of excellence in girls' education, empowering young women to realise their full potential and shape the world.

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GLOSSARY OF TERMS

CEO	=	Chief Executive Officer
CPD	=	Continuous Professional Development
DfE	=	Department for Education
COO	=	Chief Operating Officer
EAL	=	English as an Additional Language
ESFA	=	Education Skills Funding Agency
FGB	=	Full Governing Body Meeting (of LGB)
FROG	=	Trust online learning platform
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
SRE	=	Sex and Relationship Education
SSA	=	Staff Shared Area

1. STRUCTURE OF THE TRUST

Members

- The Trust structure has 6 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 9 Trustees including the Chief Executive Officer. Additional Trustees can be co-opted onto the Board in addition to the 9 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 3 meetings a year. The quorum is any 3 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 the 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 and included later in this handbook
- The Chief Operating Officer (COO) will be “in attendance” at Trust Board meetings and the Headteacher of each school will be “in attendance” as required
- Term of office for a Trustee is 4 years (Trustees may be reappointed if eligible). It is the Board’s preference for no Trustee to serve for more than ten years.

Trust Committees (including LGBs)

- The Trust Committees include Admissions, Audit & Risk, Finance, Governance, HR, Remuneration and the LGB for each school in the Trust. 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 the Trustees and reviewed annually via the Terms of Reference in the handbook
- With the exception of the LGBs, all other Trust Committees must have a majority of Trustees in its 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 2 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 and COO are 'in attendance' at LGB meetings
- 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 governor on each LGB is 4 years

2. RESPONSIBILITIES

The Trust Board:

- Is the overall governing body of the Trust and all the schools within and 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 educational performance of all the schools in the Trust and for the performance management of the staff. They in turn hold the Headteacher in each school to account for their own school performance.
- Holds the Chief Operating Officer to account for the performance of the financial and business management 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 of the Trust and Appointed Governors to the LGB ensuring that there is a balance of skills.
- Determines Trust-wide policies as appropriate (see schedule in appendix A) and monitors compliance at Trust level.
- Is the employer of all staff in the Trust.
- Ensures that the work of the Trust Board, LGBs and Trust Committees is monitored and evaluated through skills audits, training and governor induction.

The Trust Committees:

- 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 actions to comply with the statutory regulations.
- Provide oversight and monitoring of the school's activities providing support and challenge to secure positive student outcomes.
- Determine any Trust school procedures or policies in line with the schedule in appendix A and monitor compliance at Trust / school level.

3. REPORTING

The **CEO** provides the correct level of information, advice and support to the Trust Board to enable them to fulfil their 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 **Chief Operating Officer (COO)** will support the CEO in providing information and reporting to the Trust Board where necessary.

The CEO and COO: will also ensure that the correct level of information, advice and support is given to the Trust Committees to enable them to fulfil their role.

Headteachers: provides 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. The COO will support the Headteacher in providing information and reporting to the Governors where necessary.

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

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, Headteacher, COO and other 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:
<ul style="list-style-type: none"> ▪ Accountable for setting and delivering the vision, values and strategic plans for the Trust along with financial projections. 	<ul style="list-style-type: none"> ▪ Consulted on the setting of the strategic vision and values for the Trust.
<ul style="list-style-type: none"> ▪ Accountable for delivering the benefits of collaboration across the Trust. 	<ul style="list-style-type: none"> ▪ Responsible for ensuring the school contributes to and benefits from collaboration across the Trust.
<ul style="list-style-type: none"> ▪ Accountable for the development plans set by the LGB for each school. 	<ul style="list-style-type: none"> ▪ 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).
<ul style="list-style-type: none"> ▪ Accountable for the setting, and achievement, of the key performance indicators (KPIs) for the Trust and each school. 	<ul style="list-style-type: none"> ▪ Consulted on the setting of the school's KPIs. ▪ Responsible for achieving the school KPIs.

<ul style="list-style-type: none"> Accountable for the setting of Trust wide policies where appropriate and the monitoring of their implementation across the Trust. 	<ul style="list-style-type: none"> Responsible for the school's implementation and adherence to Trust policies. Accountable for setting local school policies and procedures where appropriate.
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b) School Performance	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> Accountable ensuring rigorous analysis of student progress and attainment across the Trust. 	<ul style="list-style-type: none"> 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).
<ul style="list-style-type: none"> Accountable for setting student performance KPIs for schools across the Trust. 	

c) Teaching and Learning	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> Accountable for setting the expectations for teaching and learning across the Trust, including the curriculum. 	<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Accountable for the provision of a wide, balanced and cultural education to students within the Trust preparing them for life beyond school. 	<ul style="list-style-type: none"> Responsible for the provision of social, moral, cultural, mental and physical development for students across the school (inc SRE).
<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Responsible for compliance with the Gatsby Benchmarks and the provision of independent careers information advice and guidance across the school.
<ul style="list-style-type: none"> Accountable for creating a culture of collaborative self-evaluation and continuous improvement across the 	<ul style="list-style-type: none"> Responsible for the monitoring and analysing of the school self-evaluation activities ensuring actions link to the school development plan.

Trust including Annual School Reviews and subject reviews as required.	
<ul style="list-style-type: none"> ▪ Accountable for the quality of teaching across the Trust. 	<ul style="list-style-type: none"> ▪ Responsible for monitoring the quality of teaching in the school. ▪ Responsible for monitoring the impact of CPD activities across the school.

d) Safeguarding		
Trust Board is:	Trust HR is:	LGB is:
<ul style="list-style-type: none"> ▪ Accountable for setting safeguarding procedures and the Child Protection Policy for the Trust having regard for all statutory guidance. 	<ul style="list-style-type: none"> ▪ Responsible for determining Trust procedures for safer recruitment of staff and undertaking an annual safeguarding audit of safer recruitment procedures across the Trust. 	<ul style="list-style-type: none"> ▪ Responsible for determining any local procedures for safeguarding in line with the Trust policy.
<ul style="list-style-type: none"> ▪ Accountable for maintaining the Single Central Register for the Trust. 	<ul style="list-style-type: none"> ▪ Responsible for maintaining the Single Central Register for the schools in the Trust. 	
<ul style="list-style-type: none"> ▪ Accountable for coordinating the annual safeguarding audit for the Trust. 		<ul style="list-style-type: none"> ▪ Responsible for undertaking an annual safeguarding audit of the school.
<ul style="list-style-type: none"> ▪ Accountable for compliance with the 2010 Equality Act. 		

e) Student Behaviour and Welfare	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> ▪ Accountable for setting the expectations for student behaviour and welfare through the strategic vision including attendance and behaviour. 	<ul style="list-style-type: none"> ▪ 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.
<ul style="list-style-type: none"> ▪ Accountable for the ratification of any permanent exclusions in the Trust. 	<ul style="list-style-type: none"> ▪ Accountable for monitoring attendance figures and those relating to student welfare, including bullying.
<ul style="list-style-type: none"> ▪ The ultimate body of appeal for any exclusions/discipline cases. ▪ Accountable for any permanent exclusions. ▪ Accountable for hearing appeals against exclusions/ discipline cases 	<ul style="list-style-type: none"> ▪ Accountable for any fixed term exclusions.

within the Trust, in line with the relevant policy.	
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f) Finance	
Trust Board is:	Trust Finance Committee is:
<ul style="list-style-type: none"> ▪ Accountable for determining the level of funding with the DfE / EFSA and for meeting budget targets. ▪ Accountable for the approval and submission of the final budget and statutory accounts for each school to the EFSA. ▪ Accountable for the appointment of a senior executive as Accounting Officer. ▪ Accountable for the appointment of a senior executive as the Chief Financial Officer. ▪ Accountable for the appoint of a senior executive as the Company Secretary. ▪ 	<ul style="list-style-type: none"> ▪ Responsible for setting overall budget parameters and finance KPIs for the Trust and for each school. ▪ Responsible for achieving efficiency and value for money across the Trust using collaboration and benchmarking where needed. ▪ Responsible for setting and reviewing the school budgets within the parameters set by the Trust and in line with the school development plans. ▪ 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.
<ul style="list-style-type: none"> ▪ Accountable for ensuring adherence across the Trust to the Academies Financial Procedures and other statutory requirements. 	<ul style="list-style-type: none"> ▪ 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.
	<ul style="list-style-type: none"> ▪ Accountable for the maintenance of the Trust and Members' Registers of Interests
<ul style="list-style-type: none"> ▪ Accountable for the setting of the cross-Trust charging procedures. 	<ul style="list-style-type: none"> ▪ Responsible for monitoring the implementation of the Pupil Premium budget in the schools.
	<ul style="list-style-type: none"> ▪ Responsible for determining schools letting procedures and charges and for generating lettings income.

g) Premises	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> ▪ Accountable for determining the facilities master plan for the Trust in consultation with each LGB. 	<ul style="list-style-type: none"> ▪ Consulted and asked for contribution to the Trust facilities master plan.

	<ul style="list-style-type: none"> Responsible for agreeing and implementing a facilities action plan for the school in line with the Trust master plan.
<ul style="list-style-type: none"> Accountable for agreeing all major building projects for the Trust in consultation with each LGB. 	<ul style="list-style-type: none"> Provides oversight and support to the Trust/School leadership team for building projects and monitors progress and completion.
<ul style="list-style-type: none"> Accountable for the environmental standards across the Trust. 	<ul style="list-style-type: none"> Responsible for the monitoring of the environmental rating of the school taking action as required.

h) Health and Safety

Trust Board is:	LGB is:
<ul style="list-style-type: none"> Accountable for Health and Safety (H&S) across the Trust, determines the Health and Safety policy and monitors its implementation across the Trust. 	<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Accountable for ensuring that there are Disaster Recovery and Critical Incident plans in place in each school in the Trust. 	<ul style="list-style-type: none"> Responsible for determining the Disaster Recovery and Critical Incident plans for the school.
<ul style="list-style-type: none"> Accountable for the safety of all staff and students on school trips. 	<ul style="list-style-type: none"> Responsible for the approval of all school trips and confirming all the health and safety procedures have been followed.
<ul style="list-style-type: none"> Accountable for determining the Trust Risk Register. 	<ul style="list-style-type: none"> Responsible for monitoring the school Risk Register.

i) HR

Trust Board is:	Trust HR Committee is:	LGB is:
<ul style="list-style-type: none"> Accountable, as the employer, for all staff across the Trust and acts as the ultimate body of appeal for HR issues. Accountable for the decisions on pay progression (delegated to the Trust HR Committee). Accountable and responsible for the quality of training and development of the CEO, 	<ul style="list-style-type: none"> Responsible for the monitoring of performance of staff through the school appraisal processes and accountable for decisions on pay progression. Responsible for monitoring the recruitment and retention of staff across the schools. Responsible for monitoring the quality of 	<ul style="list-style-type: none"> Responsible for monitoring the effect on the quality of teaching and learning of staff recruitment and retention and CPD in the school. Responsible for monitoring the quality of training and development of the LGB

COO and other cross-Trust staff.	training and development for all staff in the schools Responsible for hearing HR appeals within the school.	
<ul style="list-style-type: none"> Accountable for the appointment of the CEO and the COO for the Trust and is responsible for their appraisals and any pay recommendations. 	<ul style="list-style-type: none"> Responsible for the appointment of the CEO and COO for the Trust. 	<ul style="list-style-type: none"> Consulted on the appointment of the CEO and COO for the Trust.
<ul style="list-style-type: none"> Accountable for the appointment of the Headteacher for each school, in conjunction with the LGB. Accountable via the CEO and remuneration committee for the Headteacher appraisal and pay recommendations. 	<ul style="list-style-type: none"> Responsible, along with the Trust Board and LGB, for the appointment of the Headteacher of the school. 	<ul style="list-style-type: none"> Responsible, along with the Trust Board and Trust HR, for the appointment of the Headteacher of the school. Consulted on the appraisal for the Headteacher of the school.
	<ul style="list-style-type: none"> Responsible, along with the CEO and Headteacher, for the appointment of members of the leadership teams and other senior staff. 	<ul style="list-style-type: none"> Responsible, along with the CEO and Headteacher, for the appointment of members of the leadership team and other senior staff.
<ul style="list-style-type: none"> Accountable for the adherence to Trust wide HR policies and UK legislation. 	<ul style="list-style-type: none"> Responsible for the development of Trust wide HR policies. 	

j) Admissions	
Trust Board is:	Trust Admissions Committee is:
<ul style="list-style-type: none"> Accountable for determining an Admissions Policy for each school in the Trust. 	<ul style="list-style-type: none"> Responsible for determining and publishing admissions arrangements for all schools in the Trust.
	<ul style="list-style-type: none"> Responsible for monitoring that admissions arrangements for schools in the Trust are compliant
	<ul style="list-style-type: none"> Responsible for making appropriate arrangements for parents to appeal against non- admission or apply for special consideration for 6th form applications.
	<ul style="list-style-type: none"> Responsible for considering any cases for 'special consideration' for entry to Yr 12 and for deciding revised admissions criteria as necessary.

	<ul style="list-style-type: none"> Responsible for carrying out appropriate consultation for any changes to admissions arrangements.
	<ul style="list-style-type: none"> Responsible for monitoring admissions trends across all schools in the Trust.

k) Complaints	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> Accountable for determining a Trust wide complaints policy. 	<ul style="list-style-type: none"> Responsible for ensuring that the Trust's complaints policy is implemented within the school.
<ul style="list-style-type: none"> Accountable for monitoring the frequency and nature of any complaints across the Trust. 	<ul style="list-style-type: none"> Responsible for monitoring the frequency and nature of any complaints across the school.

l) Self-Evaluation / Ofsted	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> Accountable for representing the Trust at any relevant meetings during an Ofsted inspection. 	<ul style="list-style-type: none"> Responsible for understanding the Ofsted framework and representing the LGB during an inspection.
<ul style="list-style-type: none"> Accountable for ratifying any action plan following an Ofsted inspection. 	<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Accountable for the regular self-evaluation of the governance of the Trust including the Board, LGBs and the committees including skills audits where needed. 	<ul style="list-style-type: none"> Responsible for carrying out self-evaluation activities relevant to the performance of the LGB including skills audits.

m) Stakeholder engagement	
Trust Board is:	LGB is:
<ul style="list-style-type: none"> Accountable for ensuring that meaningful engagement takes place across the Trust with stakeholders. 	<ul style="list-style-type: none"> Responsible for the provision of opportunities for parents, staff, students and local community to be able to engage with, and feedback to, the school.

The Trust Board can also set up other committees / working groups to cover specific areas that would be more effectively handled across the Trust rather than by each school individually, e.g. Race Equality Steering Group.

The remit of these committees and the membership will be agreed by the Trust Board and these groups will be chaired by the CEO or a member of the Board.

APPENDIX A: POLICY STRUCTURE & STATUTORY DOCUMENTS

S = Statutory

Policy	Trust Board / Committee	Last Reviewed	Review cycle	Next review date:
Admissions (S) (by school)	Admissions	Autumn 2023	Annually	Autumn 2024
Complaints (S)	Board	Summer 2023	3 years	Summer 2026
Conflict of Interest	Board	Summer 2022	3 years	Summer 2025
Data Protection & FOI (inc Acceptable Use of IT, Photograph and Media and Records Retention) (S)	Board	Summer 2018	3 years	Spring 2024
Exclusions Policy	Board	Spring 2020	3 years	Summer 2024
Health and Safety (S)	Board	Autumn 2023	3 years	Autumn 2026
Safeguarding & Child Protection (S)	Board	Autumn 2023	Annually	Autumn 2024
SEND (S)	Board	Spring 2023	Annually	Spring 2024
Risk Registers	Board and all committees	Reviewed every meeting		
16-19 Bursary	Finance	Summer 2023	Annually	Summer 2024
Charging & Remissions (S)	Finance	Autumn 2020	3 years	Spring 2024
Expenses	Finance	Summer 2021	3 years	Summer 2024
Gifts and Hospitality	Finance	Summer 2021	3 years	Summer 2024
Reserves Policy	Finance	Autumn 2023	Annually	Autumn 2024
Financial Procedures Manual	Finance	Reviewed annually		
Risk Management Policy	Audit & Risk	Autumn 2023	3 years	Autumn 2026
IT Policy	Audit & Risk	Summer 2018	As required	Summer 2024
Sickness Absence Policy	HR	Autumn 2023	3 years	Autumn 2026
Allegations of abuse made against staff (S)	HR	Including in Safeguarding & Child Protection		
Appraisal Teaching staff	HR	Summer 2021	3 years	Summer 2024
Appraisal Support staff	HR	Summer 2021	3 years	Summer 2024
Special Discretionary Leave Policy	HR	Autumn 2023	3 years	Autumn 2026

Flexible Working	HR	Summer 2021	3 years	Summer 2024
Pay Policy: Teaching Staff	HR	Autumn 2023	Annually	Autumn 2024
Pay Policy: Support Staff	HR	Autumn 2023	3 years	Autumn 2024
Redundancy	HR	Autumn 2022	3 years	Summer 2024
Staff Anti-Harassment/Bullying (S)	HR	Autumn 2020	3 years	Spring 2024
Staff Capability (S)	HR	Autumn 2019	3 years	Spring 2024
Staff Code of Conduct (S)	HR	Autumn 2023	Annually	
Staff Disciplinary (S)	HR	Autumn 2019	3 years	Spring 2024
Staff EDI Policy (S)	HR	Autumn 2019	3 years	Summer 2024
Staff Grievance	HR	Autumn 2019	3 years	Spring 2024
Staff Recruitment	HR			
Shared Parental Leave	HR	May 2018	As legislation changes	
Whistleblowing	HR	Summer 2020	3 years	Spring 2024

School Policies

In addition, each school will have other policies / procedures that will be processed for approval by the LGB. These will include, but not be limited to, the following (and may have an alternative name):

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

APPENDIX B: 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 LGB/committees
GCSE	For each school:	
	Progress 8 (inc separate measure for disadvantaged students)	<ul style="list-style-type: none"> ▪ Targets to be set for each department and year group. Measures for 'In year' data showing progress and attainment for years 7-11 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	For each school:	
	L3VA	<ul style="list-style-type: none"> ▪ Targets to be set for each department and year group. Measures for 'In year' data showing progress and attainment for years 12-13 reported to LGB termly. ▪ KPIs to be set for vulnerable students / target groups
	ALPS score	
	Attainment measures relative to the context of the school	
Destination data		
Annually	% to first choice of university	<ul style="list-style-type: none"> ▪ 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	
Admissions		
Annually	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	
Attendance		
Termly	% attendance years 7-11	
	% attendance years 12-13	
HR		
Termly (Trust HR Committee)	Total FTE/headcount	<ul style="list-style-type: none"> ▪ Trust HR to monitor trends in staff absence / turnover / agency staff and recruitment
	Total teaching staff FTE/headcount	
	Total support staff FTE/headcount	
	% staff turnover	
	% staff absence	
	% of teaching staff on Upper Pay Range	
Students		
Termly (Trust Board and LGBs)	Number of new safeguarding referrals	<ul style="list-style-type: none"> ▪ Breakdown of SEND/PP students/year group to LGB ▪ 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	
Finance		
Annual (Trust Finance)	Staff pay as % of total expenditure/income	
	Average teacher costs	
	Pupil/teacher ratio	
	Class sizes	
	Teacher contact ratio	

	Proportion of the budget spent on the leadership team	
	Spend per pupil on non-pay expenditure	
	% families contributing to school fund	
Other		
Termly	Number of formal complaints to Trust Board	Trust Board
Termly	Number of formal complaints to LGB	LGB

APPENDIX C: COMMITTEES CALENDAR OF BUSINESS

TRUST BOARD	LGBs	HR	GOVERNANCE	REMUNERATION	FINANCE	AUDIT & RISK	ADMISSIONS
SEPTEMBER <ul style="list-style-type: none"> ▪ Agree Terms of Reference (TORs) ▪ Appoint Chair /Vice Chair ▪ Appoint Committee Chairs ▪ CEO report including summer exams ▪ Set Trust KPIs ▪ Feedback from ASRs ▪ Strategy ▪ Board review ▪ Policies ▪ Risk Register ▪ Statutory items 	OCTOBER <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 	NOVEMBER <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair /Vice Chair ▪ HR Report ▪ Performance management review ▪ Pay awards ▪ Exit Interviews ▪ Policies ▪ Risk Register 	NOVEMBER <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair /Vice Chair ▪ Risk Register 	NOVEMBER <ul style="list-style-type: none"> • Agree TORs • Appoint Chair / Vice Chair • Risk Register 	OCTOBER <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair /Vice Chair ▪ Financial ▪ update ▪ Capital ▪ Planning ▪ Budget process ▪ Annual Report & EFSA Submissions ▪ Policies ▪ Dashboard ▪ Risk Register 	NOVEMBER <ul style="list-style-type: none"> ▪ Agree TORs ▪ Appoint Chair/Vice Chair ▪ Finalise Audit Plan ▪ Review Audit Reports ▪ Risk Register ▪ Annual review of GLT Risk Management Policy. 	OCTOBER <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
DECEMBER <ul style="list-style-type: none"> ▪ Statutory items ▪ CEO report ▪ Performance report from Committees ▪ Strategy Update ▪ Final accounts approval ▪ Policies ▪ Risk Register 	JANUARY <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 	MARCH <ul style="list-style-type: none"> ▪ HR Report ▪ Staffing update ▪ Policies ▪ Support Staff ▪ Pay ▪ Gender Pay ▪ Gap ▪ Risk Register 	MARCH <ul style="list-style-type: none"> ▪ Review of governance structures and performance ▪ Risk register 		DECEMBER <ul style="list-style-type: none"> ▪ Financial update ▪ Approve final Accounts to Board ▪ Capital Planning ▪ EFSA Submissions ▪ Policies (including Reserves Policy) ▪ Dashboard ▪ Risk Register 	MARCH <ul style="list-style-type: none"> ▪ Review Audit Reports ▪ Risk Register 	
MARCH <ul style="list-style-type: none"> ▪ Statutory items ▪ CEO report ▪ Committees Performance report ▪ Strategy Update ▪ Final accounts approval ▪ Policies ▪ Risk Register ▪ Health & Safety update 	APRIL <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 	JUNE <ul style="list-style-type: none"> ▪ HR Report ▪ Staffing update ▪ Policies ▪ Risk Register 			MARCH <ul style="list-style-type: none"> ▪ Financial update/forecast ▪ Budget process ▪ Annual Report & EFSA Submissions ▪ Review Gifts/Hospitality register ▪ Policies ▪ Dashboard ▪ Risk Register 	MAY <ul style="list-style-type: none"> ▪ Review Audit Plan ▪ Priorities 2022-23 ▪ Review Audit Reports ▪ Risk Register 	MAY <ul style="list-style-type: none"> ▪ Admissions ▪ report inc admissions trends, entrance exams process ▪ Agree Sixth ▪ Form Admissions requirements ▪ Special consideration cases ▪ Risk Register
JULY <ul style="list-style-type: none"> ▪ Statutory items ▪ CEO report ▪ Performance report from Committees ▪ Strategy Update ▪ Final accounts approval ▪ Policies ▪ Risk Register 	JULY <ul style="list-style-type: none"> ▪ HT report inc mock exam ▪ Development plan update ▪ Trust update ▪ Premises ▪ H&S ▪ Local policies ▪ /procedures ▪ Risk Register 		JUNE <ul style="list-style-type: none"> ▪ Review of governance structures and performance ▪ Risk Register 		JUNE <ul style="list-style-type: none"> ▪ Financial update/forecast ▪ Approve next year's budget ▪ Annual Report ▪ Capital Planning ▪ FTE headcount ▪ Policies ▪ Dashboard ▪ Risk Register 		

APPENDIX D1: TRUST BOARD

1. Constitution

The Trust Board is the overall governing body of the Trust and all the schools within and is charged with the strategic direction of the Trust and 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.

2. Membership

- Up to 8 Trustees appointed by the Members
- The CEO (if appointed to the Board)
- Additional Trustees may be co-opted in accordance with the Articles
- The COO will be 'in attendance'

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

Board members should have the skills appropriate to the remit of the committee as defined below.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for the performance of every school in the Trust, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. 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."

5. 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.

6. 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."

7. Frequency of Meetings

The Trust Board will meet *at least* 3 times per year, including at least once every term. It may meet more frequently if needed.

8. Authority

The Trustees are responsible for ensuring that each school's processes and procedures comply with the law. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

9. Duties and Responsibilities

The Trust Board is the overall governing body of the Trust and all the schools within and is charged with the strategic direction of the Trust and 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.

The Trust Board delegates responsibilities to Trust Committees including the LGBs (in line with the Scheme of Delegation set out in this handbook).

In overall terms the Trust Board:

- Sets the strategic direction for the Trust.
- Holds the CEO to account for the educational 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 COO to account for the performance of the financial and business management functions of the Trust ensuring that money is well spent.
- Forms Trust Committees (Admissions, Audit & Risk, Finance, Governance, HR, LGBs and Remuneration) to cover the work of the Trust.
- Ensures that processes are in place for the appointment of Trustees and LGB Governors ensuring that there is a balance of skills.
- Determines Trust wide policies as appropriate (see schedule in appendix A) and monitors compliance at Trust level.
- Is the employer of all staff in the Trust.
- Ensures that the work of the Board, LGBs and Committees is monitored and evaluated through skills audits, training and governor induction.

10. Risk Management

The Trust Board has the responsibility to monitor the risks associated with it via the Trust Board Risk Register. It will also identify any new risks to the Trust as appropriate.

11. 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 his/her discretion:

- 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.

12. Reporting Procedures

LGB Chairs will feedback on the work of the Trust and its committees to their LGBs at each LGB meeting.

Similarly, the LGB representatives on any other relevant Trust working parties will also feedback to their LGBs at each meeting.

13. Independent Clerking Arrangements

The proceedings of the Trust Board will be clerked and minuted in line with all other Trust proceedings and published on-line via Trust Governor. Part one minutes will be published on the Trust's school websites.

14. Arrangements for Review

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

APPENDIX D2: LOCAL GOVERNING BODY (LGB)

1. Constitution

Each school will have an LGB which is a committee with delegated responsibilities from the Trust Board to provide oversight and monitoring of the school's activities providing support and challenge to secure positive student outcomes.

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 Chief Operating Officer ('COO') in attendance
- Trustees may attend LGB meetings, letting the Chair 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.

LGB members should have the skills appropriate to the remit of the committee as defined below.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for the performance of every school in the Trust, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. 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."

5. Attendance at Meetings

Attendance at 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 Committee being rescinded in accordance with the Articles.

6. 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.

7. Authority

The Trustees are responsible for ensuring that each school's processes and procedures comply with the law. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

8. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the LGB (in line with the Scheme of Delegation on page 6 onwards)

Development plans and policies

- Setting and ensuring the delivery of the school's development plan, in line with the Trust strategic plan
- Production of 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
- Ensuring that the school meets the KPIs set by the Trust
- Ensuring the school adheres to Trust policies where appropriate and responsible for setting local school policies and procedures where appropriate

School performance

- Analysing student progress and attainment data in order to improve performance and meet the school KPIs for all students
- Responsible for the outcomes and the monitoring of the performance of vulnerable students in the school (inc Pupil premium and SEND)
- Identifying and monitoring the progress of priority departments in the school

Role of the LGB SEND Governor

The 'SEND code of practice: 0 to 25 years' 2015 states that the governing board must ensure that there is a designated governor identified to maintain oversight of SEND provision and make arrangements for this function to be delegated to an appropriate person or committee.

The governor responsible works with the Special Educational Needs Co-ordinator (SENCo) to report on the steps being taken to ensure compliance (a legal responsibility). The role also includes ensuring that there is appropriate challenge to leaders so that SEND remains high on the school's agenda and that the school has high aspirations for SEND pupils.

Consider the level of expertise in the SEND area of governance and undertake training or seek external advice as required.

- Meet termly with the SENCO and or senior leaders to review SEND provision including staff and other resourcing and provide regular reports to the governing body
- Visit school to talk to pupils about their learning
- Gain information about staff expertise and training. (The SENCo must by law be a qualified teacher and working towards the National Award in Special Educational Needs Co-ordination within three years of appointment.
- Gain an understanding of how the SEND notional budget is planned for and what impact it has on the progress and attainment of students
- Reflect on this SEND action plan and how this reflects the school vision and works in conjunction with the school development plan
- Maintain an awareness of the profile of pupils with SEND, including those with an Education Health Care plan in place. Make certain only anonymised information is shared to maintain pupils' confidentiality and comply with General Data Protection Regulations. (GDPR)
- Ensure understanding of how the school identifies who is a SEND pupil. How does the school identify pupils either joining the school or pupils already at the school who have SEND
- Be familiar with the school's SEND policy for identification and assessment and other associated policies that support the SEND policy, e.g. behaviour policy, admission's policy, equal opportunities policy (Equality Act 2010) and safeguarding policy
- Monitor the implementation of these policies and procedures for SEND and discuss with the SENCo the outcomes of the school's monitoring and evaluation of the provision and effectiveness made for pupils with SEND

- Explore the school's approach teaching to SEND pupils and consider the reasonable adjustments made to ensure SEND pupils access a broad and balanced curriculum
- Ensure the school revises and updates the school's SEND information report to reflect the changing nature of SEND cohorts and this report is ratified annually by the full LGB and made available on the school website
- Check the school has updated its Accessibility Plan in line with DfE regulations detailing how the school will improve access to the physical environment and increase access to the curriculum for SEND pupils. Ensure this is made available on the school website
- Explore methods of communication with parents of SEND pupils and those external agencies that could offer advice, support and guidance
- Report back regularly to LGB meetings

Teaching and Learning

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

Safeguarding

- Determining any local procedures for safeguarding in line with the Trust policy
- Undertaking an annual safeguarding audit of the safeguarding work of the school

Role of the LGB Safeguarding Governor

- Be the lead person who understands safeguarding requirements
- Support the work of the designated safeguarding lead
- Meet termly with the designated safeguarding lead and any other relevant other staff
- Report back to LGB meetings in order to facilitate the scrutiny and impact of safeguarding, and ensure compliance with statutory duties
- Ensure that safeguarding deficiencies are brought to the LGB
- Ensure that the Trust Safeguarding and Child Protection policy is being followed in practice; and be involved in any policy review
- Report to the LGB so that they can ensure resources are effectively allocated or where changes might be required
- In liaison with the DSL ensure that the training programme for staff reflects the needs of the school and statutory regulations
- Ensure that governor safeguarding training is up to date
- Ensure that the LGB are kept aware of the safeguarding risks to young people in the school
- Ensure that records are kept securely and in one place
- Ensure that there is appropriate monitoring and tracking in place for vulnerable students
- Ensure that there are appropriate safeguards in place for students placed with Alternative Providers
- Ensure that there is a consistent approach to safeguarding and child protection across the school.
- Ensure that the curriculum for safeguarding reflects the risks for the young people in the area
- Ensure that safer recruitment processes are in place
- Ensure that the Single Central Record is compliant by checking termly.

Student Behaviour and Welfare

- Determining and monitoring the relevant behaviour and discipline policies for the school
- Monitoring attendance figures and those relating to student welfare including bullying and fixed term exclusions

Premises (in liaison with the COO)

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

Health and Safety

- Ensuring the school adheres to the Trust H & S policy and determines local school procedures as required
- Monitoring any actions required by the annual Health & Safety Audit conducted by the Trust's H& S partner.
- Ensuring that the Trust's Disaster Recovery and Critical Incident plans are implemented
- Approving all school trips and confirming that all H&S procedures have been followed

Ofsted

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

Stakeholder engagement

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

Other

- Contributing to the wider work of the Trust through LGB members serving on other Trust committees
- Ensuring that all local policies/procedures are in place and a schedule for renewal in place
- Monitoring of the school Risk Register at every LGB meeting
- Ensuring that the Trust complaints policy is implemented in the school and that the nature and frequency of complaints is monitored
- Ensuring that the LGB carries out a self evaluation of performance in line with the Trust requirements

9. Risk Management

The Committee has the responsibility to monitor the risks associated with it via its delegated Risk Register. It will also identify any new risks to the Trust Board as appropriate.

10. 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 his/her discretion:

- 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.

11. Reporting Procedures

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

12. Independent Clerking Arrangements

The proceedings of the LGB will be clerked and minuted in line with all other Trust proceedings and published on-line via Trust Governor.

13. Arrangements for Review

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

APPENDIX D3: TRUST FINANCE COMMITTEE

1. Constitution

A committee 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, including CEO/Accounting Officer – selected by the Trust Board
- 3 LGB Governors– approved by Trust Board
- COO & GLT Director of Finance 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 Committee will be appointed annually by the Trust Board. The Vice Chair will be appointed annually by the Finance Committee.

Finance Committee members should have the skills appropriate to the remit of the committee as defined below. Membership should ideally include a qualified accountant(s). Knowledge of the sector and/or other public service organisations and/or the private sector is highly advantageous.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for the Trust's finances, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. 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."

5. Attendance at Meetings

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

6. 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.

7. Authority

The Trustees are responsible for ensuring that the Trust's funds are used only in accordance with the law, its Articles of Association, its Funding Agreement and the ESFA's Academy Trust Handbook. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

The Education & Skills Funding Agency's ('ESFA') Academy Trust Handbook ('AFH') (as published annually) sets out the main financial and governance requirements, delegated

authorities and audit requirements in detail. This is supported by GLT Financial Procedures which document how the procedures and levels of authority are applied to the schools in the Trust.

8. Duties and Responsibilities

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

- Ensuring that the Trust maintains proper accounts and related records
- Ensuring that the systems are in place for all employees and creditors to be paid by their due date and that such systems are effective
- Ensuring that all income received is correctly accounted for and that income receivable is collected promptly
- Receiving and commenting on the Trust's revenue and capital budgets, scrutinising the annual budgets and 3 Year Financial Plan for each school, as well as the consolidated Trust position, and recommending to the Trust Board for approval.
- Considering the annual financial statements and recommending them to the Trust Board for approval.
- Ensuring effective integration of budgeting and operational planning, in particular with the Local Governing Body of each school, co-ordinating & taking into account the school's Annual Development Plans for curriculum, pupils & staffing, as well as investment plans for private funds generated in school (often in relation to premises & IT investments)
- Ensuring that the requirements of the Funding Agreement with the Department for Education/Education & Skills Funding Agency to maintain financial solvency is maintained
- Ensuring value for money when making decisions
- Overseeing the Trust's procurement of goods & services
- Overseeing the Trust's investments & reserves
- Overseeing budget monitoring and ensuring corrective action takes place when required
- Overseeing:
 - Cash management & borrowing policies
 - The Trust's banking arrangements
 - The Trust's insurance arrangements
- Ensuring that risks associated with the Trust's financial plans have been fully considered
- Ensuring that the financial plans reflect the Trust's strategic plans
- Ensuring that any wholly owned subsidiary (currently Nonsuch Business Enterprises) is managed in the same way as part of the multi-academy trust. It is the responsibility of the Trust Board to establish the shareholding arrangements and appoint directors of companies wholly or partly owned by the Trust.
- Receives the minutes and accounts from the Nonsuch Charitable Trust (NCT)
- Monitors key financial performance indicators ("KPIs") as defined by the Trust Board
- Ensures that the Trust complies with all relevant Financial Regulations
- Monitors the impact of Pupil Premium funding across the Trust and ensures resources are spent fully and appropriately
- Ensures a Business Continuity Plan is in place
- Monitors expenditure of all 'private'/'voluntary' funds kept on behalf of the Trust and ensure they are used for the purpose for which they were intended
- Reviews and approve the charges and remissions policy and expenses policy
- Reviews, monitors and approves the Governors' and Trustees' Expenses scheme under delegation
- Maintains an overview and ensures an up-to-date asset register is maintained together with an annual inventory
- Reviews appropriate financial benchmarking data on an annual basis

- Recommends to the Trust Board the necessary level of Trust reserves and how this should be split between schools as defined in the GLT Financial Procedures
- in conjunction with the work of the Audit & Risk Committee, and the internal scrutiny provided (Kreston Reeves), the Finance Committee will scrutinise the Trust governance statement that accompanies the Trust's Annual Report & Accounts and, so far as is possible, provide assurance to external auditors on behalf of the Trust Board (subject to final approval by Trust Board).
- Any other matters as directed by the Trust Board.

9. External Audit

- Review the external auditor's plan each year
- Review the annual report and accounts
- review the auditor's findings and actions taken by the Trust's Executive Team in response to those findings
- Produce an annual report of the Finance Committee's conclusions to advise the Trust Board and Members (normally contained within the Annual Report & Accounts documentation).

10. Risk Management

The Committee has the responsibility to monitor the risks associated with it via its delegated Risk Register. It will also identify any new risks to the Trust Board as appropriate.

11. 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 Finance Committee may, at his/her discretion:

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

12. Reporting Procedures

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

The COO will report to the Finance Committee on all financial matters.

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

13. Independent Clerking Arrangements

The proceedings of the Finance Committee will be clerked and minuted in line with all other Trust proceedings and published on-line via Trust Governor.

14. Arrangements for Review

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

APPENDIX D4: TRUST AUDIT & RISK COMMITTEE

1. Constitution

The Audit & Risk Committee is a committee with delegated responsibilities from the Trust Board to:

- Maintain an oversight of the Trust's financial, governance, risk management and internal control systems.
- Report findings to the Trust Board and to the Chief Executive Officer (in their capacity as the statutory Accounting Officer for the Trust) as a critical element of the Trust's annual reporting requirements.

2. Membership

- A minimum of 3 Trustees (excluding the CEO)
- CEO, COO & Director of Finance in attendance

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

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

Where possible, at least one member of the Audit & Risk Committee should have recent or relevant accountancy, or audit assurance, experience.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for the management of audit and risk across the Trust, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. Quorum

The quorum for a meeting of the Audit & Risk Committee shall be determined in accordance with the rule as set out at Article 117 of the GLT Articles of Association. "The quorum for a meeting of the 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."

5. Attendance at Meetings

Attendance at 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 Committee being rescinded in accordance with the Articles.

6. Frequency of Meetings

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

7. Committee Papers

Prior to meetings the committee will receive, in sufficient detail, reports, information and data requested. Such reports should contain sufficient information to permit the committee to fulfil its terms of reference. Whenever possible, reports will be used in common across schools in the Trust. The information should be delivered, wherever possible, at least seven calendar days prior to the meeting.

8. Authority

The Audit & Risk Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board, including:

- Requesting any information it requires from any employee, external audit, internal audit, or other assurance provider.
- Obtaining outside legal or independent professional advice it considers necessary, normally in consultation with the Chief Executive Officer and / or the Trust Board.

9. Risk Management

The Committee has the responsibility to monitor the risks associated with it via its delegated Risk Register. It will also identify any new risks to the Trust Board as appropriate.

10. Duties and Responsibilities

The Audit and Risk Committee will:

- Have delegated responsibility for developing and monitoring the Trust's approach to risk management, including regularly reviewing the risk management policy and the Trust Board risk register.
- Have overall ownership of the Trust's approach to internal and external audit, working alongside other subcommittees (particularly Finance and HR) where appropriate.
- Ensure the Trust complies with the overall requirements for internal scrutiny, as specified in the Academy Trust Handbook.
- Develop proposals for the tendering of all internal and external audit services, working specifically with Members for the approval of our annual external auditors.
- Consider the reports of internal and external audits, and when appropriate, advise the Trust Board of material control issues.
- Consider and approve all policies related to anti-fraud, whistle-blowing processes, and arrangements for special investigations.
- Provide input to the governance and risk management statements that accompany the Trust's Annual Report & Accounts, and provide assurance to external auditors on behalf of the Trust Board
- Foster a culture within the Trust whereby all stakeholders feel they have a part to play in safeguarding the probity of the Trust and are able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Trust Board.
- Any other matters as directed by the Trust Board.

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

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

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

12. Reporting Procedures

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

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

13. Independent Clerking Arrangements

The proceedings of the Committee will be clerked and minuted in line with all other Trust proceedings and published online via Trust Governor.

14. Arrangements for Review

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

APPENDIX D5: TRUST HUMAN RESOURCES COMMITTEE

1. Constitution

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

2. Membership

- 5 Trust Board Members (minimum), including CEO – selected by the Trust Board
- COO and Director of People 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 HR Committee will be appointed annually by the Trust Board. The Vice Chair will be appointed annually by the HR Committee.

Where applicable the Trust shall ensure those governors or Trustees with relevant expertise and experience to the committee shall be appointed to the committee.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for the Trust's HR performance and processes, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. Quorum

The quorum for a meeting of the HR 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."

5. Attendance at Meetings

Attendance at 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 Committee being rescinded in accordance with the Articles.

6. Frequency of Meetings

The HR Committee will meet 3 times per year, a meeting per term. It may meet more frequently if needed.

7. Authority

The Trustees are responsible for ensuring that the Trust's HR processes and procedures comply with the law, its Articles of Association and its Funding Agreement. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

8. Duties and Responsibilities

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

- To monitor staff recruitment, retention, professional development, attendance, sickness, equality and welfare across all schools in the Trust. This will be facilitated by the monitoring of the Trust HR Key Performance Indicators (KPIs).

- To ensure that the schools in the Trust adhere to safeguarding and safer recruitment procedures in their management and recruitment of staff.
- To monitor the appraisal processes across the schools in the Trust and approve pay awards on behalf of the Trust Board.
- To review the staffing structures across the schools in the Trust when necessary.
- To monitor the implementation of the relevant sections of the Trust development plan.
- To approve and monitor the implementation of the HR policies across the Trust as detailed in the GLT Governance Handbook.
- Any other matters as directed by the Trust Board.

9. Risk Management

The Committee has the responsibility to monitor the risks associated with it via the GLT Risk Register. It will also identify any new risks to the Trust Board as appropriate.

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

In circumstances where an urgent decision is needed, and cannot wait for the next HR Committee meeting, the Chair of the HR Committee may, at his/her discretion:

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

11. Reporting Procedures

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

12. Independent Clerking Arrangements

The proceedings of the HR Committee will be clerked and minuted in line with all other Trust proceedings and published on-line via Trust Governor.

13. Arrangements for Review

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

APPENDIX D6: TRUST REMUNERATION COMMITTEE

1. Constitution

A committee with delegated responsibilities from the Trust Board to approve the appropriate remuneration and terms of service for the CEO and COO and the appropriate remuneration and terms of service for Headteachers of the Trust.

2. Membership

- 4 Trust Board Members comprising:
- Chair of the Trust Board
- Chair of the HR Committee
- Chair of the Finance Committee and
- One other Trustee who is not a CEO, COO or Headteacher of a local school (see below)

No governor, who is not a trustee, will be eligible to sit on the Remuneration Committee.

No employee of the Trust, including the CEO, shall be a member of the Committee.

No parent of a current student in one of the Trust schools shall be a member of the Committee

No person who works as a Headteacher, Executive Headteacher, COO or other senior position in a school in the same borough as one of the schools in the Trust shall be a member of the Committee

The CEO will attend the committee in order to provide the relevant data and information necessary for the committee to fulfil its function. The CEO will not be in attendance for discussion relating to their own remuneration or terms of service.

For decisions regarding to pay, pay scales, benefits, incentives and other contract terms for any of: Headteachers, COO and CEO, the CEO will be given the opportunity to present and make recommendation to the Remuneration Committee, and be given the opportunity to answer any questions, but will then leave the meeting prior to any discussion or any decisions being made.

The Chairs of the Finance and HR committees currently form the Performance Appraisal Committee for the CEO and therefore the chair of the Remuneration committee will usually be the Chair of the Trust Board. This arrangement will be reviewed annually.

3. Arrangements for Accountability with Respect to the Trust Board

The Trust Board has ultimate responsibility for the Trust's performance and processes, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. Quorum

The quorum for a meeting of the 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 Remuneration 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."

5. Attendance at Meetings

Attendance at 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 Committee being rescinded in accordance with the Articles.

6. Frequency of Meetings

The Remuneration Committee will meet at least once per year but may meet more frequently if needed.

7. Authority

The Trustees are responsible for ensuring that the processes and procedures of the Remuneration Committee comply with the law, its Articles of Association and its Funding Agreement. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

8. Duties and Responsibilities

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

- To ensure the Board's responsibilities regarding executive pay are transparent, proportionate and justifiable
- To monitor the performance appraisal processes in place for the CEO, COO and Headteachers and ensure that conflicts of interest are avoided.
- To monitor, and approve, terms and conditions of service for the CEO, COO and Headteachers.
- To perform periodic reviews of pay scales, bonuses or other contract terms the service for the CEO, COO and Headteachers.
- For decisions related to changes in pay scales, bonuses or other contract terms the committee will also carry out its own independent analysis, or contract with an independent external advisor to perform it on its behalf.
- To review and approve any increases to remuneration for the Headteachers, COO and CEO, based on performance and benchmarked against similar Trusts within the sector whilst ensuring there is a clear link between executive pay and the Trust's strategy.
- To review and approve any increases to the remuneration for the Trust's headteachers, taking account of the relevant national pay awards.
- The Committee will ensure that the remuneration and other contract terms for the CEO, COO and Headteachers are both affordable and in the long-term interest of the Trust
- The Committee will ensure that factors determining pay are clear, including whether performance considerations and the degree of challenge in the role have been taken into account.
- To ensure the rationale behind the decision-making process, including whether the level of pay reflects value for money is recorded and retained.
- To reach decisions based on a basic presumption that non-teaching pay should not increase at a faster rate than that of teachers, in individual years and over the longer term.
- To deal with any other matters relating to pay, appraisal and employment of the Executive staff as may be required.
- To approve any termination payments or compensation commitments relating to a senior member of staff.

9. Risk Management

The Committee has the responsibility to monitor the risks associated with it via its delegated Risk Register. It will also identify any new risks to the Trust Board as appropriate.

10. Provisions for Urgent Approvals (Chairs Action)

In circumstances where an urgent decision is needed and cannot wait for the next Remuneration Committee meeting, the Chair of the Remuneration Committee may, at his/her discretion:

- Require a call by telephone or video conferencing with all committee members
- Jointly approve the matter with one other 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.

11. Reporting Procedures

The Remuneration Committee will report to the Trust Board and submit any relevant documentation where appropriate.

12. Independent Clerking Arrangements

The proceedings of the Remuneration Committee will be clerked and minuted in line with all other Trust proceedings.

13. Arrangements for Review

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

APPENDIX D7: TRUST ADMISSIONS COMMITTEE

1. Constitution

A committee with delegated responsibilities from the Trust Board to be responsible for determining and monitoring the Admissions process across the Trust.

The committee comprises representatives of the Trust Board and Local Governing Bodies ('LGB') in a combined structure.

2. Membership

- 3 Trust Board Members, including CEO – selected by the Trust Board
- 1 LGB Governor from each school
- The Headteacher of each school (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.

Where applicable the Trust shall ensure those governors or Trustees with relevant expertise and experience to the committee shall be appointed to the committee.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for the Trust's provision of an effective admissions process but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. 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, except for the additional requirement that at least 50% of those attending and counting towards the quorum must also be Trustees. "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."

5. Attendance at Meetings

Attendance at 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 Committee being rescinded in accordance with the Articles.

6. Frequency of Meetings

The Admissions Committee will meet twice per year. It may meet more frequently if needed.

7. Committee Papers

Prior to meetings the committee will receive, in sufficient detail, reports, information and data requested. Such reports should contain sufficient information to permit the committee to fulfil its terms of reference. Whenever possible, reports will be used in common across schools in the Trust. The information should be delivered, wherever possible, at least seven calendar days prior to the meeting.

8. Authority

The Trustees are responsible for ensuring that the Trust's admissions arrangements comply with the law, its Articles of Association and its Funding Agreement. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

9. Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the Admissions Committee in relation to all schools in the Trust:

- determining an Admissions policy for all schools on behalf of the Trust Board
- publishing the admissions arrangements following statutory requirements
- monitoring the admission arrangements within each school to ensure compliance
- carrying out appropriate consultation for any changes to admissions arrangements
- encouraging admissions from all eligible students including those from disadvantaged backgrounds
- making appropriate arrangements for parents/guardians to appeal against non-admission or to apply for special consideration for 6th form applications
- Monitoring and evaluating admissions trend data for all schools
- Any other matters as directed by the Trust Board

10. Risk Management

The Committee has the responsibility to monitor the risks associated with it via the GLT Risk Register. It will also identify any new risks to the Trust Board as appropriate.

11. 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 Admissions Committee may, at his/her discretion:

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

12. 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 LGB at the next meeting after the Trust Admissions Committee has met. LGB representatives from each school may also give verbal feedback to their LGB as appropriate.

13. Independent Clerking Arrangements

The proceedings of the Admissions Committee will be clerked and minuted in line with all other Trust proceedings and published on-line via Trust Governor

14. Declarations of Interest

Where there is a conflict between the interests of any member and the interest of the committee and/or Trust, that person must declare the conflict and withdraw from the meeting. If there is any uncertainty as to whether a person should withdraw from a meeting, the other members present will decide on the matter.

15. Arrangements for Review

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

APPENDIX D8: TRUST GOVERNANCE COMMITTEE

1. Constitution

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

2. Membership

- Chair of Trust Board
- A minimum of 3 further Trustees
- CEO and COO in attendance when required

Where applicable the Trust Board shall ensure those Trustees with relevant expertise and experience to the committee shall be appointed to the committee.

3. Arrangements for Accountability with Respect to the Governing Body

The Trust Board has ultimate responsibility for ensuring effective governance across the Trust, but it delegates specific powers and processes to committees. These committees are accountable to the Trust Board.

4. 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 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."

5. Attendance at Meetings

Attendance at Governance 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.

6. Frequency of Meetings

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

7. Committee Papers

Prior to meetings the committee will receive, in sufficient detail, reports, information and data requested. Such reports should contain sufficient information to permit the committee to fulfil its terms of reference. Whenever possible, reports will be used in common across schools in the Trust. The information should be delivered, wherever possible, at least seven calendar days prior to the meeting.

8. Authority

The Trustees are responsible for ensuring that the Trust's governance arrangements comply with the law, its Articles of Association and its Funding Agreement. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

9. Risk Management

The Committee has the responsibility to monitor the risks associated with it via its delegated Risk Register. It will also identify any new risks to the Trust Board as appropriate.

10. Duties and Responsibilities

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

- Review the size and structure of the Trust Board and its committees at the start of the academic year and report to the Trust Board where any actions need to be taken.
- Ensure that the performance of the Trust Board and its committees is evaluated annually and appropriate training is in place to address any issues.
- Manage the recruitment and appointment process of new Trustees and Appointed Governors to the LGBs (along with the Members and the Chairs of the committees as required) ensuring that the correct balance of skills is maintained on the Board and its committees.
- Makes recommendations to the Trust Board regarding appointments for:
 - Chairs of Trust Committees.
 - Chairs and Vice Chairs of Local Governing Bodies.
- Liaise with the Chairs of the LGBs and ensure that the recruitment process for the election of Parent and Staff governors is transparent and undergoes the correct process. In the case of Parent Governors, the committee will ensure that the parent body are informed in advance of the ballot of the skill set that is preferred for the successful candidate.
- Recommends to the Trust Board the Appointed Governors to be approved and parent governors to be ratified.
- Ensure there is adequate trustee/governor training and induction in place across the Trust.
- Monitor the work of the Trust Board and identify and manage any potential conflicts of interests amongst the governance structure, using the Conflicts Policy as a guide.
- Makes recommendations to the Trust Board on all areas related to ensuring effective governance.
- Monitor the performance of trustees/governors across the Trust.
- To ensure compliance with the Code of Conduct, and in extreme cases, the committee has the remit to recommend to the Trust Board that a Trustee or LGB governor is removed from office, or to the Members that a Trustee is removed.
- The Committee's duties and activities during the year shall be disclosed in the Annual Report of the Trust.
- Any other matters as directed by the Trust Board.

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

In circumstances where an urgent decision is needed, and cannot wait for the next Governance Committee meeting, the Chair of the Governance Committee may, at his/her discretion:

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

12. Reporting Procedures

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

13. Independent Clerking Arrangements

The proceedings of the Governance Committee will be clerked and minuted in line with all other Trust proceedings and published on-line via Trust Governor.

14. 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.

15. Arrangements for Review

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

APPENDIX E: TRUST COMMITTEES PROTOCOL

Meeting Preparation

The following members of the Executive Group have responsibility for the preparation of meeting agendas and coordinating the preparation of papers. Reference should be made to the committees calendar of business in this handbook

Committee	Lead Staff Support
Trust Board	CEO
Trust Admissions	CEO
Trust Audit & Risk	COO
Trust Finance	COO
Trust Governance	CEO
Trust HR	COO
Trust Remuneration	CEO
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 CEO/COO/Heads PA/Trust Administrator will then format this into an agenda document and co-ordinate the collection of materials for the meeting. The CEO/O/Headteachers (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 Trust Governor 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.

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 discussion, for decision)
- 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 CEO/COO/Headteacher 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

APPENDIX F: 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/government/publications/governance-handbook

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 (CEO, COO and each school's Headteacher).
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.

Signed : _____

Name : _____

Position : _____

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.

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"

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.

The examples above are not exhaustive.

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.

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.

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.

APPENDIX G: TRUSTEE INDUCTION PROTOCOL

This protocol sets out the steps to be taken to ensure that new Trustees or members of the Local Governing Bodies carry out an induction process to ensure they can be effective in their new role. Following the appointment or election to a post, the following should take place:

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 ▪ Trust Governor 	<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>
Visit to School / Schools	
<p>Topics covered in this meeting should include:</p> <ul style="list-style-type: none"> ▪ Meeting with Exec Group/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 Trustees/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>

APPENDIX H: APPOINTED GOVERNORS TO LGBs

Introduction

In order to be effective a Local Governing Board should have:

- the right people round the table
- an understanding of their role and responsibilities

The purpose of these protocols is to help the Local Governing Board achieve these two things.

Emphasis on Skills

Our Trust is a complex organisation, and we need a range of skills and experience to help us oversee and support the needs of our schools. Our requirements are based on a skills audit which is reviewed every year. Each Governor has a role (or roles) with specific responsibilities as well as a collective responsibility for ensuring outstanding governance in the school in pursuit of its strategic aims.

Applicants who are Parents

A parent whose child attends a Trust school may become an Appointed Governor in another Trust school. This protocol does not apply to the posts of Chair and Vice Chair which are appointed directly by Trust Board.

Recruitment Process

When a vacancy occurs on the Governing Board an advert will be placed on the school's website, with governor recruitment agencies or any other relevant body that might be thought suitable or by personal contact to an individual. These steps will vary from opportunity to opportunity (and there might be occasions where additional publicity might not be deemed necessary) but steps will always be taken to alert staff and the parent body to any opportunity that arises.

Applicants will be invited to complete a short application form and submit a brief CV.

Selection Process

A panel will be convened to carry out the selection. It will have delegated responsibility for selecting the preferred candidate, though they will recommend their choice to the Trust Board for ratification.

One member of every governor recruitment interview panel will have had accredited Safer Recruitment training. The panel may shortlist candidates in the event that there are more than three applicants.

The interview will assess best fit¹ against the skills, knowledge and experience sought by the LGB. Interview notes will be kept for feedback and may also be viewed by candidates upon request under data protection legislation.

The successful candidate will be required to undergo an Enhanced Disclosure and Barring Service check and will also be required to sign a declaration of eligibility to serve as a Governor, as set out in the Articles and as required by the Charity Commission.

¹ Best Fit' Governor roles differ in the sense that some, such as finance, require specific skills whereas others, such as student learning, student welfare or premises, could be met by someone with a broad range of skills and experience, and who is given the appropriate training for the role. It is not always easy to find potential Governors and so the 'best fit' approach may need to be applied by the selection panel. It is important that the view on 'best fit' is recorded in a way that demonstrates to any third party why the selected person was considered appropriate.

Responsibilities

Members of the Trust are responsible for appointing the Governors (other than elected parent or staff governors). The Panel, the chair of which will be the Chair of the Local Governing Board, shall comprise the LGB Chair (or Vice Chair), a Trustee (usually the CEO) and the Headteacher.

Other responsibilities

On request, the Chair of the Panel will provide feedback to those candidates who are not successful.