

GIRLS' LEARNING TRUST

GOVERNANCE HANDBOOK

SEPTEMBER 2020



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GLOSSARY OF TERMS

CEO	=	Chief Executive Officer
CPD	=	Continuous Professional Development
DfE	=	Department for Education
DFO	=	Director of Finance and Operations
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

(This provides an outline only- details can be found in the Trust Articles of Association)

Members	<ul style="list-style-type: none"> • The Trust structure has 5 members • The minimum number of members must not be less than three • Employees of the Trust cannot be Members
Trustees (Trust Board)	<ul style="list-style-type: none"> • Number of Trustees must not be less than three, but is not subject to a maximum • Members can appoint up to 9 Trustees including the Chief Executive Officer. Additional Trustees can be co-opted onto the Board and the current GLT structure allows for 1 co-opted Trustee 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 • Must hold at least 3 meetings a year. 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. • Appoints Chair and Vice Chair of the LGB annually, for a one year term • Appoints Chair of the other Trust Committees for a one year term • Appoints the Clerk to the Trust Board, Trust Committees and the Company Secretary • Appoints Trustees and Appointed governors to the Trust committees (including LGBs) and ratifies the appointment of any staff or parents governors following an election • Delegates responsibilities to the Trust Committees in written terms of reference that are reviewed annually and included later in this handbook • The Director of Finance and Operations (DFO) 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)
Trust Committees (including LGBs)	<ul style="list-style-type: none"> • The Trust committees include HR, Finance, Admissions (selective schools), Governance 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 • 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 DFO 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 responsible to the Secretary of State for Education for ensuring compliance with all statutory regulations including the Articles, Funding Agreements and Academies Financial 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 Director of Finance and Operations to account for the performance of the financial and business management functions of the Trust ensuring that money is well spent.
- Forms Trust Committees (LGBs, HR, Finance Governance and Admissions) 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 (including LGBs, HR, Finance, Governance and Admissions (selective schools):

- 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.
- Provides oversight and monitoring of the school's activities providing support and challenge to secure positive student outcomes.
- Determines any Trust school procedures or policies in line with the schedule in appendix A and monitors 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 Director of Finance and Operations (DFO) will support the CEO in providing information and reporting to the Trust Board where necessary.

The CEO and Director of Finance and Operations 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.

The Headteacher- 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 DFO 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, Director of Finance and Operations and other Trust/School staff as appropriate and will be reflected in the relevant job descriptions for those posts.

The key performance indicators (KPIs) for the Trust and each school can be found in appendix B, an outline of committee agenda items can be found in appendix C and the terms of reference for the LGB can be found in appendix D.

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 (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 Appendix G of 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.

Scheme of Delegation

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)
<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
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 Accountable for the provision of a wide, balanced and cultural education to students within the Trust preparing them for life beyond school 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 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 Responsible for the provision of social, moral, cultural, mental and physical development for students across the school (inc SRE) Responsible for 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 Trust including subject/school reviews as required 	<ul style="list-style-type: none"> Responsible for the monitoring and analysing of the school self-evaluation activities, including Learning Reviews, ensuring actions link to the school development plan
<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 the Prevent Duty 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 including the Prevent Duty
<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 within the Trust in line with the relevant policy 	<ul style="list-style-type: none"> Accountable for any fixed term exclusions

f) Finance	
Trust Board is :	Trust Finance 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 	<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 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	LGB
<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, DFO and other cross-Trust staff 	<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 training and development for all staff in the schools Responsible for hearing HR appeals within the school 	<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
<ul style="list-style-type: none"> Accountable for the appointment of the CEO and the DFO 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 DFO for the Trust 	<ul style="list-style-type: none"> Consulted on the appointment of the CEO and DFO 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 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 Responsible for the appraisal and pay award for the Headteacher of each 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 (selective schools) is:	Carshalton LGB 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 Nonsuch and Wallington within statutory guidelines 	<ul style="list-style-type: none"> Responsible for determining and publishing admissions arrangements for Carshalton within statutory guidelines
	<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 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 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 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 carrying out appropriate consultation for any changes to admissions arrangements
	<ul style="list-style-type: none"> Responsible for monitoring admissions trends across Nonsuch and Wallington 	<ul style="list-style-type: none"> Responsible for monitoring admissions trends in Carshalton

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. The 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 can also set up other committees/working groups to cover specific school/trust improvement areas that would be more effectively handled across the Trust rather than by each school individually. 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.

GIRLS' LEARNING TRUST**POLICY STRUCTURE AND OTHER STATUTORY DOCUMENTS****S = Statutory**

Policy	Trust Board / Committee	Last Reviewed	Review cycle	Next review date:
Admissions (S)	Admissions (selective schools)	Autumn 2019	Annually	Autumn 2020
Child Protection (S)	Board	Autumn 2020	Annually	Autumn 2021
Complaints (S)	Board	Autumn 2019	3 years	Autumn 2021
Conflict of Interest	Board	Summer 2018	3 years	Summer 2021
Data Protection & FOI (inc Acceptable Use of IT, Photograph and Media and Records Retention) (S)	Board	Summer 2018	3 years	Summer 2021
Exclusions Policy	Board	Spring 2020	3 years	Spring 2023
Health and Safety (S)	Board	Spring 2019	3 years	Spring 2022
Public Sector Equality Duty Objectives	Board	Spring 2018	4 years	Spring 2022
SEND (S)	Board	Autumn 2019	Annually	Autumn 2020
11-16 Bursary	Finance	Autumn 2018	3 years	Autumn 2021
16-19 Bursary	Finance	Autumn 2020	Annually	Autumn 2021
Charging & Remissions (S)	Finance	Autumn 2016	3 years	Autumn 2019
Expenses Policy	Finance	Autumn 2017	3 years	Autumn 2020
Gifts and Hospitality	Finance	Summer 2019	3 years	Summer 2022
Financial Procedures (inc reserves policy)	Finance	These are reviewed annually by the Finance Committee		
Absence Management	HR	Autumn 2017	3 years	Autumn 2020
Allegations of abuse against staff (S)	HR	Summer 2018	3 years	Summer 2021

Policy	Trust Board / Committee	Last Reviewed	Review cycle	Next review date:
Appraisal Teaching staff	HR	Summer 2018	3 years	Summer 2021
Appraisal Support staff	HR	Summer 2018	3 years	Summer 2021
Equality and Diversity (S) (Including Equality information & objectives)	HR	Autumn 2017	3 years	Autumn 2020
Flexible Working	HR	Spring 2019	3 years	Spring 2022
Parental Leave	HR	May 2018	As legislation changes	
Pay Trust Teaching staff **	HR	Spring 2018	3 years #	Summer 2021
Pay Trust Support staff **	HR	Summer 2017	3 years #	Summer 2020
Redundancy	HR	Autumn 2019	3 years	Autumn 2022
Staff Capability (S)	HR	Autumn 2019	3 years	Autumn 2022
Staff Disciplinary (S)	HR	Autumn 2019	3 years	Autumn 2022
Staff Grievance	HR	Autumn 2019	3 years	Autumn 2022
Staff Anti-Harassment/Bullying (S)	HR	Autumn 2017	3 years	Autumn 2020
Whistleblowing	HR	Summer 2020	3 years	Summer 2023
Risk Register	Board and all committees	The Risk Register is reviewed and updated if necessary at every Board and Committee meeting		

Pay scales will be published annually following the Autumn HR meeting where pay awards will be agreed

** Staff not on Trust contracts will operate under the original School contracts which will be updated along with the Trust policies

School Policies / Procedure

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: -

Statutory policies / procedures

Anti-Bullying

Accessibility Plan

Career Policy Statement on Technical Provider access

Home School Agreement

Sex and Relationship Education

Students Behaviour

Supporting students with medical conditions

Others

Assessment and Reporting

Attendance

Critical Incident Management Plan

Emergency Evacuation / Lockdown Procedures

E Safety

First Aid Room Procedures

Free School Meals and Bursary Procedures

GIRLS' LEARNING TRUST**TRUST KEY PERFORMANCE INDICATORS (KPI)**

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:	<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
	L3VA	
	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	

	Trust Board KPIs	Additional for LGB/committees
	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		
Trust HR Committee - termly	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		
Trust and LGB termly	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		
Trust Finance - annually	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

GIRLS LEARNING TRUST

TRUST BOARD, TRUST COMMITTEES AND LGB AGENDA PLANS

The following are items that should be included on the agenda for the relevant committee/term. These items will then be supplemented with other items from the Trust/School development plans as required

TRUST BOARD	LGBS	HR	FINANCE	ADMISSIONS / CARSHALTON LGE
<u>AUGUST/ SEPTEMBER</u> <ul style="list-style-type: none"> • Statutory items • Agree Terms of Reference (TORs) • Appoint Chair/Vice Chair • Appoint Committee Chairs • CEO report including summer exams • Set Trust KPIs • Performance report from Committees • Strategy Update • Board review • Policies • Risk Register 	<u>OCTOBER</u> <ul style="list-style-type: none"> • Agree TORs • HT report inc exam results • Agree priority depts • Review TORs • Development plan update • Trust update • Premises • H&S • Local policies/procedures • Agree performance report grading • Risk Register 	<u>NOVEMBER</u> <ul style="list-style-type: none"> • Agree TORs • HR Report • Performance management review • Pay awards • Exit Interviews • Policies • Risk Register 	<u>OCTOBER</u> <ul style="list-style-type: none"> • Agree TORs • Financial update/forecast • Policies • Risk Register 	<u>OCTOBER</u> <ul style="list-style-type: none"> • Agree TORs • Admissions report inc admissions trends, entrance exams process • Agree Admissions Policy for consultation
<u>DECEMBER</u> <ul style="list-style-type: none"> • Statutory items • CEO report • Performance report from Committees • Strategy Update • Final accounts approval • Policies • Risk Register 	<u>JANUARY</u> <ul style="list-style-type: none"> • HT report inc mock exam analysis • Development plan update • Trust update • Curriculum/options update • Premises • H&S • Local policies/procedures • Agree performance report grading • Risk Register 	<u>MARCH</u> <ul style="list-style-type: none"> • HR Report • Staffing update • Policies • Support Staff Pay • Gender Pay Gap • Risk Register 	<u>DECEMBER</u> <ul style="list-style-type: none"> • Financial update/forecast • Approve Final Accounts to go to Board • Policies • Risk Register 	<u>APRIL</u> <ul style="list-style-type: none"> • Admissions report inc admissions trends, entrance exams process • Agree Sixth Form Admissions requirements • Special consideration cases

Appendix C

TRUST BOARD	LGBS	HR	FINANCE	ADMISSIONS / CARSHALTON LGE
<p><u>MARCH</u></p> <ul style="list-style-type: none"> • Statutory items • CEO report • Performance report from Committees • Strategy Update • Final accounts approval • Policies • Risk Register • Health & Safety update 	<p><u>APRIL</u></p> <ul style="list-style-type: none"> • HT report inc mock exam analysis • Development plan update • Trust update • Curriculum/options update • Premises • H&S • Local policies/procedures • Agree performance report grading • Risk Register 	<p><u>JUNE</u></p> <ul style="list-style-type: none"> • HR Report • Staffing update • Policies • Risk Register 	<p><u>MARCH</u></p> <ul style="list-style-type: none"> • Financial update/forecast • Policies • Risk Register 	
<p><u>JUNE</u></p> <ul style="list-style-type: none"> • Statutory items • CEO report • Performance report from Committees • Strategy Update • Final accounts approval • Policies • Risk Register 	<p><u>JULY</u></p> <ul style="list-style-type: none"> • HT report inc mock exam analysis • Development plan update • Trust update • Premises • H&S • Local policies/procedures • Risk Register 		<p><u>JULY</u></p> <ul style="list-style-type: none"> • Financial update/forecast • Approve next year's budget • Review Gifts/Hospitality register • Policies • Risk Register 	

GLT Board – Terms of Reference

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 Academies Financial Handbook.

Membership

- 8 Trustees
- The CEO (if appointed to the Board)
- Additional Trustees may be co-opted in accordance with the Articles
- The Director of Finance & Operations ('DFO') 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.

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.

Quorum

The quorum for a meeting of the 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."

Attendance at Meetings

Attendance at Board meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by 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 Articles.

Frequency of Meetings

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

Authority

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

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 Academies Financial Handbook.

The Board delegates responsibilities to Trust Committees including the LGBs (in line with the Scheme of Delegation on page 6 onwards of this handbook). The accountability and responsibility for the Board and its committees, for each area of the Trust, is clearly set out in the scheme of delegation.

In overall terms the Trust:

- 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. They in turn hold the Headteacher in each school to account for their own school performance.
- Holds the Director of Finance and Operations to account for the performance of the financial and business management functions of the Trust ensuring that money is well spent.
- Forms Trust Committees (LGBs, HR, Finance, Governance and Admissions) to cover the work of the Trust.
- Ensures that processes are in place for the appointment of Trustees of the Trust and 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 Board, LGBs and Committees is monitored and evaluated through skills audits, training and governor induction.

Risk Management

The Board 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 as appropriate.

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.

Reporting Procedures

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

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

Independent Clerking Arrangements

The proceedings of the 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.

Arrangements for Review

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

Local Governing Body (LGB) – Terms of Reference

Constitution

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

Membership

- 6 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 Director of Finance & Operations ('DFO') 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.

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.

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."

Attendance at Meetings

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

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.

Authority

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

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/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

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 Sex and Relationships 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

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 inc bullying and fixed term exclusions

Premises

- Agreeing and implementing a facilities action plan for the school, as appropriate, in line with the Trust masterplan
- Providing oversight for any building projects and monitors progress and completion

Health and Safety

- Ensuring the school adheres to the Trust H & S policy and determines local school procedures as required
- Ensuing an annual H & S audit is undertaken by the school and monitors any actions required
- Determining the Disaster Recovery and Critical Incident Plans for the school
- 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 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 eg HR and Finance
- Ensuing 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
- Ensuing 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

For Carshalton LGB **ONLY**

- determining an Admissions policy for the school on behalf of the Trust Board
- publishing the admissions arrangements following statutory requirements
- monitoring the admission arrangements within the 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 the school

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.

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.

Reporting Procedures

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

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.

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.

GLT Finance Committee – Terms of Reference

Constitution

A committee with delegated responsibilities from the GLT Trust Board (the 'Trust Board', also referred to as the 'Trust') 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.

Membership

- 5 Trust Board Members, including CEO/Accounting Officer – selected by the Trust Board
- 4 LGB Governors– approved by Trust Board
- Director of Finance & Operations ('DFO') & GLT Head 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.

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.

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."

Attendance at Meetings

Attendance at Finance Committee meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by 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.

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.

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 EFSA Academies Financial Handbook. The Trust has documented the implementation of its arrangements in the GLT Governance Handbook.

The Education Funding Agency ('EFA') Academies Financial 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.

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 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 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
- Any other matters as directed by the Trust Board.

Further, in compliance with the current Academies Financial Handbook¹, the Finance Committee will operate as a combined finance and audit committee. Staff may be members but should not participate as members when audit matters are discussed; they may remain in attendance to provide information and participate in discussions.

In this regard, the responsibilities of the Finance Committee include:

- Focussing on providing assurances to the Trust Board that risks are being adequately identified and managed by:
 - reviewing the risks to internal financial control² at the Trust
 - agreeing a programme of work to address³, and provide assurance on, the risks to internal financial control
 - receiving termly reports by school (formerly referred to as ‘Responsible Officer’ reports) via nominated Finance Committee members for each school. The ‘Responsible Officers’ will exercise their responsibilities jointly across all schools and will report jointly.
- Informing the governance statement that accompanies the Trust’s Annual Report & Accounts and, so far as is possible, providing assurance to external auditors.

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.

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.

¹ Academies Financial Handbook (‘AFH’) 2015 simplifies arrangements so that only academy trusts with an annual income in excess of £50m **must** have a dedicated audit committee (2.4.2)

² AFH 2015 Internal Scrutiny (2.4) requires checking of financial systems, controls, transactions & risks. Any explicit reference to the role of Responsible Officer has now been removed from the AFH.

³ AFH 2015 Delivering Assurance (2.4.6) describes the performance of a supplementary programme of work by the trust’s external auditor (as well as other alternatives). We refer to this locally as ‘Responsible Officer’ checks, however the AFH no longer uses this terminology.

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 DFO 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.

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.

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.

GLT Human Resources (HR) Committee - Terms of Reference

Constitution

A committee with delegated responsibilities from GLT Trust Board (the 'Trust Board', also referred to as the 'Trust') to monitor the Trust's HR performance and processes, comprising representatives of the Trust Board and Local Governing Bodies ('LGB') in a combined committee structure.

Membership

- 4 Trust Board Members, including CEO– selected by the Trust Board
- 3 LGB Governors-- approved by Trust Board
- Director of Finance & Operations ('DFO') and Trust HR Manager 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.

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.

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."

Attendance at Meetings

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

Frequency of Meetings

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

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.

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.

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.

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.

Reporting Procedures

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

The LGB representatives from each school will also give verbal feedback to their LGB at the next meeting after the Trust HR Committee has met. Due to the nature of the content discussed at the HR committee, minutes will not be shared.

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.

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.

GLT Admissions (selective schools) Committee - Terms of Reference

Constitution

A committee with delegated responsibilities from the GLT Board (the 'Trust Board', also referred to as the 'Trust') to be responsible for determining and monitoring the Admissions process for the two selective schools in the Trust (Nonsuch and Wallington) across the Trust.

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

Membership

- 3 Trust Board Members, including CEO– selected by the Trust Board
- 2 LGB Governors from Nonsuch/Wallington
- 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.

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.

Quorum

The quorum for a meeting of the Admissions Committee shall be determined by the same rule as set out at Article 117 of the GLT Articles of Association. "The quorum for a meeting of the Admissions Committee and any vote on any matter thereat, shall be any three members, or where greater, any one third (rounded up to a whole number) of the total number of members of the Committee at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved."

Attendance at Meetings

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

Frequency of Meetings

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

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.

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.

Duties and Responsibilities

The Trust Board has delegated the following duties and responsibilities to the Admissions Committee in relation to both Nonsuch and Wallington:

- determining an Admissions policy for both 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 both schools

Other

- Any other matters as directed by the Trust Board

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.

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.

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.

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

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.

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.

GLT Governance Committee - Terms of Reference

Constitution

A committee with delegated responsibilities from the GLT Board (the 'Trust Board', also referred to as the 'Trust') to be responsible for ensuring effective governance across the Trust.

Membership

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

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

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.

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."

Attendance at Meetings

Attendance at Governance Committee meetings is monitored and reported in the Trust's Annual Report & Accounts. Attendance by 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.

Frequency of Meetings

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

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.

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.

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.

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 and the 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 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 using the evaluation process in place. In extreme cases, the committee has the remit to recommend to the Board that a trustee/governor is removed from office (following the Articles as appropriate).
- The Committee's duties and activities during the year shall be disclosed in the Annual Report of the Trust.

Other

- Any other matters as directed by the Trust Board

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
- Jointly approve the matter, together with the Vice Chair of the Governance 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.

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 Board at the next meeting after the committee has met.

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

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.

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.



GLT Trust Board/Trust Committees/LGB Protocol

Meeting Preparation

- The following people in the Executive Group have responsibility for the preparation of meeting agendas/papers
- Reference should be made to the GLT agenda schedule on pages 23-25 of this handbook

<u>Committee</u>	<u>Lead</u>
Trust Board	CEO
Trust Finance	Director of Finance and Operations (DFO)
Trust Governance	CEO
Trust HR	CEO
Trust Admissions	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/DFO/Heads PA/Trust Administrator will then format this into an agenda document and co-ordinate the collection of materials for the meeting. The CEO/DFO/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 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 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/DFO/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 21 days of the date of the meeting



GLT Trustees & Governors: IT Protocols

This document covers:

1. Email Protocols
2. WiFi Access
3. The Trust Governor
4. Critical Incident Management – where to access materials

This is a working document that may be added to as we adapt and develop the governance of the Trust. It is to be viewed by GLT Trustees, Governors, SLT and other authorised persons only.

Last Updated: 23 March 2018

Further assistance can be obtained from

- **Peter Creaser** GLT Head of IT
pcreaser@girlslearningtrust.org
020 8254 9368
- **Richard Diaz**, GLT Deputy Head of IT
rdiaz@girlslearningtrust.org
020 8394 3404
- **Julian Haddrill**, GLT Deputy Head of IT
jhaddrill@carshaltongirls.org.uk
020 8544 4696

1. Email Protocols

- All trustees will have an 'aname@girlslearningtrust.org' email address with access to the GLT address list.
- All governors will have a school related email account, depending on the school they govern. This email account will have access to the global address list of the school providing the e-mail address.
- All GLT & school related emails will be sent to the Trust/school email account. Trustees/governors may arrange to have emails from these accounts forwarded to their preferred personal accounts, where they are responsible for managing the security & confidentiality. Please contact one of the IT team if you need assistance in setting up forwarding protocols on your individual email accounts.
- Each school will have a group email 'GLT Trustees' (or similar phrasing to suit the specifics of the school) and a Local Governing Body group (as appropriate to the school). This is so that staff can contact trustees and governors.
- Each trustee will have a named email address in the global address list (e.g. Philip Taylor (GLT Trustee)) of all schools within the Trust, and will be contactable by staff.
- Similarly, each governor will have a named email address in the global address list of their school (e.g. Andrea Cooke (NHSG Governor)) and will be contactable by staff.

2. WiFi Access

NONSUCH HIGH SCHOOL FOR GIRLS

WiFi network: nonsuch
Password: students

These accounts have been set so that they have unrestricted browsing but all members of the Nonsuch School Community are subject to LGFL's internet filtering policy.

WALLINGTON HIGH SCHOOL FOR GIRLS

1. **Step 1 – Connect to WiFi.**

WiFi network: WHSG Governors
Password: whsg2018

2. **Step 2 – Connect to the Internet.** You now need to browse to a non-encrypted webpage; type www.wallingtongirls.org.uk (might be easier if you save this as a favourite) into your web browser. Going to search engines, such as **Google or Bing or going direct to the Trusted Governor website will not work.** This will redirect you to the school's internet access page where you will be asked to reconfirm your identity, so you will need to enter your network **username** and **password**. If you cannot remember your network credentials, you can use this generic account to identify you as a Governor:

Username: trustgov
Password: GLTGov

This account has been set so that it has unrestricted browsing, but browsing activity in school is monitored (in line with our internet monitoring policy), should we need to report on it.

CARSHALTON HIGH SCHOOL FOR GIRLS

1. *Step 1 – Connect to WiFi.*

WiFi network: LGB
Password: localgoverningbody

If you are having trouble connecting, please check that your phone/device isn't making the first letter of the password a Capital letter, as this is a common error.

These accounts have been set so that they have unrestricted browsing but all members of the Carshalton School Community are subject to LGFL's internet filtering policy.

3. The Trust Governor

- All trustees, governors, members of the Leadership Teams and certain members of staff (Director of Finance & Operations (DFO), GLT Senior Administrator, Head's P.A.s, Clerks & GLT Senior Finance Manager) have access to the Trust Governor.
- Everyone with access has a personalised secure log-in, and should manage their password to protect the confidentiality of the information in the database (as is normal for email passwords).
- All Trustees and the Chairs of the LGBs (in attendance at the Trust Board) have access to all meetings and papers of the Trust Board and all its committees.
- Governors have access to the meetings and papers of the Local Governing Body, and any Trust Committee they belong to (so, for example, Nonsuch LGB and Trust HR).
- Administrator rights have been granted to the DFO, GLT Senior Admin, Heads' PAs & Clerks.
- If logging into The Trust Governor it is recommended to use Google Chrome rather than Safari.

4. Access to Critical Incident Management Information

In a critical incident situation, the school has held certain key documents in a remotely accessible location. Access to this confidential information is only permitted for:

- Members of the Executive Group (Jennifer Smith, Amy Cavilla, Richard Booth, Moe Devenney & Helen Latham)
- Members of the Leadership Teams (in accordance with the specific school procedure)
- Chair and Vice Chair of the Trust (Sandy Gillett and Philip Taylor)
- Chairs of the Local Governing Bodies (Malcolm Munro, Marie Grant & Hamza Aumeer)
- and certain nominated support staff (in accordance with the specific school procedure).

The information is accessible from any internet-enabled device and can be accessed at any time, even if the school's network has been affected due to the nature of the critical incident.

ALL SCHOOLS*

To access the Critical Incident Management Team information:

- 1) Go to the Wallington High School for Girls website (www.wallingtongirls.org.uk), and click Staff/Staff Email (right hand corner of the WHSG homepage) or, use the link in the email sent to all member of the CIMT. ([Quick link here](#))

- 2) You will then be invited to sign into your account in Office 365.
Note: You will need to use your “@wallingtongirls.org.uk” or your “@girlslearningtrust.org” email account details to login.
- 3) Once on the Office365 landing page, you will be invited to use the online apps. Click **OneDrive**.
- 4) Once in OneDrive click the ‘**Shared with Me**’ (on the left hand side of the page). There will be a folder called Critical Incident Documentation.
- 5) You will have ‘read only’ rights. If you need a document adding/removing/updating, please contact WHSG IT Support (itsupport@girlslearningtrust.org).

**For the time being, the decision has been taken to leverage the Wallington platform for the benefit of the Trust.*



Code of Conduct for the GLT Board and Trust Committees including the Local Governing Bodies (LGBs)

This code sets out the expectations and commitment required from GLT Trustees and members of the Local Governing Body 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 GLT Scheme of Delegation. The GLT Board delegates areas of its strategic, legal and operational functions to Trust Committees including the Local Governing Bodies (LGBs) as set out in this scheme of delegation.

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

Role & Responsibilities

- We will abide by the Nolan Principles as detailed in Appendix B of this document.
- We understand the purpose of the Trust Board and Trust Committees and the role of the executive leaders (CEO, Director of Finance and Operations and Headteachers).
- 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 when we have been specifically authorised to do so.
- 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.
- 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.
- We will encourage open governance and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools.
- 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.
- In making or responding to criticism or complaints we will follow the GLT Complaints Policy.
- We will actively support and challenge the executive leaders

- 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.
- We will respect the role of the executive leaders and their responsibility for the day to day management of the organisation and avoid any actions that might undermine such arrangements.
- We agree to adhere to the Trust/School's rules and policies and the procedures of the Trust as set out by the relevant GLT governing documents including the GLT Governance Handbook and the law.
- 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.
- When communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the Trust

Commitment

- We acknowledge that accepting office as a Trustee or member of the Local Governing Body (LGB) involves the commitment of significant amounts of time and energy.
- 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.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the Trust and schools well and respond to opportunities to involve ourselves in school activities.
- We will complete an annual skills audit to the Trust and participate in any training relevant to the role.
- We will visit the schools, with all visits arranged in advance with the Headteacher and undertaken within the framework established by the LGB in each school.
- When visiting the school in a personal capacity (i.e. as a parent or carer), we will maintain our underlying responsibility as a Trustee or member of the Local Governing Body.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- 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 including the Local Governing Body, attendance records, relevant business and pecuniary interests, and category of member of the LGB will be published on the school's website.
- 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 (Get Information about Schools-GIAS).

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other Trustees or members of the Local Governing Body (LGB), the clerk to the Trust or LGB and school staff both in and outside of meetings.
- We will support the Chairs in their role of ensuring appropriate conduct both at Trust Board and Trust Committee meetings at all times.
- We are prepared to answer queries from other Trustees or members of the Local Governing Body (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.
- 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.

Behaviour at Board and Committee meetings

- We will abide by the Terms of Reference for that committee and will not bring issues to the committee that do not fall into the remit of the committee as set out in the GLT Scheme of Delegation.
- We will keep to the agenda set for each meeting and only bring items to the meeting under 'Any other Business' (AOB) that have previously been agreed by the Chair of that committee.
- 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.

Confidentiality

- 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.
- 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.
- We will not reveal the details of any Trust Board or a Trust Committee vote.
- We will ensure all confidential papers are held and disposed of appropriately.
- We understand that the requirements relating to confidentiality will continue to apply after a Trustee or a member of a LGB leaves office.

Conflicts of interest

- We will abide by the GLT Conflict Of Interest Policy.
- 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.
- We accept that the Register of Business Interests will be published on the Trust/school website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- 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.

Breach of this code of conduct

Trustees and members of the 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 the LGB have read and understood the document

Trustees and members of the LGB must follow this Code of Conduct at all times. Failure to do so may lead to their removal following the process for removal outlined in Appendix C of this document. This applies to all Trustees and members of the LGB irrespective of whether they have been appointed or elected to their position.

The following guidelines should be followed:

- If it is believed that this code has been breached, or if their conduct 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 of the Trust Board or another Trust Board member, who will then investigate.
- The Trust Board will only use removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

GLT Board

March 2019

Appendix a)

Declaration

This is to acknowledge that I have read and understood the Code of Conduct.

Signed	
Print name	
Trustee or member of the LGB	
Date	

Once completed please pass to Nicky Owen, Trust Administrator
nowen@girlslearningtrust.org

Nolan Principles

The seven 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.

Appendix c)

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

The process will be compliant with the GLT Articles of the Trust at all times.

Grounds for removal

The removal of a Trustee or member of the Local Governing Body (LGB) 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 a trustee or member of the LGB 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 Trust Board based on the facts of the case. It is expected that any actions that compromise the Nolan principles, would be considered in scope of this reason for removal
- They have displayed repeated and serious incompetence
- They have engaged in conduct aimed at undermining fundamental British values
- Their actions are significantly detrimental to the effective operation of the Trust Board or Trust Committees (including LGBs), and/or their actions interfere with the operational efficiency of the Trust and/or schools
- They have failed to comply with the GLT Governor/Trustee Code of Conduct

The examples above are not exhaustive.

Procedure for Removal

As stated in the GLT Code of Conduct. The following guidelines should be followed:

- If it is believed that this code has been breached, or if their conduct 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 of the Trust Board or another Trust Board member, who will then investigate.
- The proposal remove must be presented to the GLT Governance Committee who will consider the case and decide whether to proceed to remove the individual

Arranging/Conducting the Meeting

- If the decision is taken to proceed then a delegated group of the Trust Governance committee (Removal Committee) will be formed of at least 3 Trustees and a meeting should be convened no less than 14 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 removal is proposed.
- The Trustee or member of the LGB in question will be given the opportunity to present a written or verbal statement at the meeting in response to the decision to proceed with removal and may attend the meeting if they wish.
- Any papers relating to the removal (for example, any written statement the relevant individual would like to submit) should be included in the papers to be considered at the GLT Governance Committee meeting and sent to the relevant Trustees 5 working days before the meeting.
- The Removal Committee will then decide on whether to remove the individual or take no action. If removal is decided then this will be communicated to the individual in writing explaining the reasons why. This will take place within 5 working 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 not take any part in the Removal Committee meeting other than to present their case in response.

Appeal against the decision

- If the Trustee or member of the LGB wishes to appeal against this decision then this appeal will be heard by a delegated group of the Trust Board formed of at least 2 Trustees and 1 GLT Member who is not a Trustees (Appeal Committee)
- 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 Trustee or member of the LGB 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 5 working days of the meeting.
- The Appeal Committee decision is final.



Induction Protocol for new Trustees and new members of the LGB

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.

This will be included in the GLT Governance Handbook and a member of the Trust Board will have overall responsibility for the protocol working with the LGB Chairs to ensure effective induction takes place.

Following the appointment or election to a post, the following should take place:

Action	
<p>Welcome meeting To cover:</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 	<ul style="list-style-type: none"> • As soon as possible after appointment or election and before attending any Trust/LGB meetings • For Trustees, the meeting will be held with the Chair and /or Vice Chair of the Board and the CEO • 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 To include:</p> <ul style="list-style-type: none"> • Meeting with Exec Group/Leadership teams • Tour of school hosted by students 	<ul style="list-style-type: none"> • As soon as possible after appointment or election • New trustees will be expected to visit all schools in the trust
<p>Buddy System All new Trustees/governors will be allocated a 'buddy' for an initial period of 6 months. 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. 	<ul style="list-style-type: none"> • As soon as possible after appointment or election

<p>Review meeting To be held sixth and twelve months after appointment. The meeting will review the induction process and agree any further training needs.</p>	<ul style="list-style-type: none">• For Trustees, the meeting will be held with the Chair and Vice Chair of the Board and the CEO• For members of the LGB, the meeting will be held with the CEO, Chair of the LGB and the Headteacher
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Protocols for the Recruitment of 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 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 fit* 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.

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.

*'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.