



Governance Handbook

2023 - 2024

Trust Governance

The Humber Education Trust governance structure establishes clear lines of accountability, oversight and scrutiny at three levels: The Humber Education Trust Members; The Humber Education Trust Board of Trustees and its committees; and the Academy / School Local Governing Bodies (LGBs).

Members

The Members of the Trust act as guardians of the organisation. They have ultimate responsibility for the trust achieving its charitable objectives. They agree the articles of association and have power to appoint and remove the trustees.

The members of Humber Education Trust are:

Graeme Brook, Gerard Gibbons and Sarah Des Forges.

Trustees

Trustees have responsibility for directing the Trust's affairs, and for ensuring that it is solvent, well-run, and delivering the Trust's charitable outcomes.

Trustees work collectively as the Trust Board and deliver the core functions common to school governance:

1. Ensuring clarity of vision, ethos and strategic direction;
2. Holding the executive leadership to account for the educational performance of the schools in the MAT and their pupils, and the performance management of staff;
3. Overseeing the financial performance of the schools and making sure money is well spent.

The Trust Board covers the following responsibilities: leadership, educational improvement, finance, business, HR, health & safety, risk and data handling.

Trustees hold the executive leadership of the MAT to account. They ensure compliance with company and charity law and with the Trust's funding agreement with the Secretary of State.

The trustees of Humber Education Trust are:

Graeme Brook, Gavin Barley, Paul Brown, Rachel Wilkes, Rachel Davies, Sharon Hinchcliffe, Deborah Wrapson, Ken Sainty, Jo Moxon and Debbie Potter.

Local Governors

All individual schools / academies have a Local Governing Body that concerns itself with the running of the school at a local level. The core focus of this group is the curriculum, quality of teaching and learning, outcomes at the individual school and oversight of health & safety and compliance with Trust policies. Parent governors sit on LGBs.

Local governors hold the headteacher of their school to account. They ensure that the structures and processes of the Trust are implemented effectively in their school.

Principles of the Trust's Governance

The Trust's governance consists of the principles set out here, the Trust's Articles of Association and the detail set out in the Scheme of Delegation.

1. Governance is underpinned by a common understanding about who is responsible for providing valuable input to decision making and who has the decision-making responsibility.
2. Financial governance is compliant with the principles and regulations set out in the current edition of the Academy Trust Handbook.
3. The Trust Board has overall responsibility and ultimate decision-making authority for all the operations of the Trust, including the establishment and maintenance of the schools.
4. Effective governance in the Trust is supported through the following tiers:
 - Trust Members – the guardians of the organisation
 - Trust Board – the trustees
 - Trust Board Committees
 - Chairs' Forum – Chairs of all LGBs
 - Local Governing Bodies – school governance
 - The Executive Team – CEO, CFOO and Deputy CEO
 - Headteacher Forum – Executive Heads, Headteachers, Heads of School and Trust School Improvement Leads
5. The Executive Leadership Team is delegated their authority by the Trust Board.
6. Local Governing Bodies are delegated their authority by the Trust Board as part of the Scheme of Delegation.
7. Risk Management across the Trust is overseen by the Risk & Audit Committee.
8. Annual agenda plans are agreed and in place for Trust Board, Trust Board Committees and Local Governing Bodies.
9. All Members, Trustees and Local Governors have a duty to act honestly, with integrity, objectivity and in good faith, with a view to promoting the best interests of the Trust and to observe the duties set out in the HET Trustee and Governor Code of Conduct.
10. All Trustees and Local Governors have a duty to be open about decisions taken and be prepared to justify those decisions. Confidential information must not be shared outside of meetings.
11. All Trustees and Local Governors must be financially prudent in managing the financial affairs of the Trust in so far as they have delegations to do so.
12. All Trustees and Local Governors are required to take part in regular self-review and are accountable for meeting their training needs and accessing the training provided by the Trust.

Intervention Powers

The Trust Board remains ultimately responsible for the Trust as a whole and the effectiveness and conduct of the schools.

The operation of the various tiers of governance outlined here is crucial to the success of the Trust. However, there will be circumstances (which should be considered to be more the

exception than the norm) where the Trust Board might need to intervene and, for example, withdraw or modify delegated authority from one of the tiers of governance.

In such circumstances, the Trust Board, along with the Executive Leadership Team, would work closely with the school and those involved in its governance to promptly implement any advice or recommendations made by the Trust Board and the Executive Leadership Team.

The Trust Board reserves the right to review or remove any power or responsibility which has been delegated, in particular, in circumstances where serious concerns in the running of a school are identified.

Trust Board Committees

The four Trust Board Committees are:

- Standards & Curriculum Committee
- Audit & Risk Committee
- Finance & General Purposes Committee
- Pay Committee

The terms of reference for each of these committees and for the Local Governing Body Committee, which are approved by the Trust Board, are attached in Annexes 1 to 5.

If there is any discrepancy between these Terms of Reference and the Trust's Articles or its Scheme of Delegation, the Articles and Scheme of Delegation shall take precedence over these Terms of Reference in that order.

The Clerk to the Trust Board is also the Clerk for all of the Trust Board Committee Meetings. They provide all the necessary support for the Board, including liaison with advisors to the Board as may be required, preparation of agenda, recording of Board and Committee minutes and ensuring that the Board and its Committees receive information and papers in a timely manner to enable full and proper consideration of the relevant issues.

For the avoidance of doubt, where a power is not expressly delegated to the CEO, any LGB or Headteacher, it will be deemed to have been retained by the Trust regardless of whether it is specified in the Scheme of Delegation.

Executive Leadership Team

The Executive Leadership Team of the Trust operates under the leadership and direction of the CEO, who is an ex officio Trustee of the Trust.

The Executive Leadership Team works directly with the staff in each school and with the Trust Board and LGBs to ensure that the required outcomes are achieved in accordance with the direction and vision of the Trust.

The Executive Leadership Team consists of:

Rachel Wilkes (Chief Executive and Accounting Officer)
Nina Siddle (Chief Finance and Operations Officer)
Paul Plumridge (Deputy Chief Executive Officer (Education))

The Executive Leadership Team is supported by a developing tier of managers and officers across education and support service areas.

Pupil Voice

All schools have active school councils with elected representatives from across the year groups.

Staff Voice

Staff voice is built into the overall governance structure with the election of two employees of each school (one teaching and one non-teaching staff member) sitting on the respective Local Governing Body.

Parent Voice

Parent voice is formally built into the overall governance structure with the election of a minimum of two parent governors to each Local Governing Body.

Decision Making outside of meetings

Notwithstanding the application of any provision of the terms of reference included within this handbook, where a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, an Academy, any pupil or their parent or a person who works at the Trust, then the following may apply:

- any function of the Trust Board and its committees be delegated to any 2 of the Chairs of the Trust Board, Audit, Curriculum and Standards, and Finance and Resources Committees.
- any function of the LGB be delegated to the Chair or, in their absence, the Vice Chair of the respective LGB.

Terms of Reference for the Trust Board

Constitution & Membership	<p>The Trust Members have the right to appoint such persons to the Board as they shall determine from time to time. Appointment, removal and suspension of Trustees are subject to the provisions of the Articles of Association. The Trust Members reserve the power to change the governance structure of the Trust, subject to the provisions of the Articles of Association.</p> <p>The composition of the Trust Board shall be:</p> <ul style="list-style-type: none"> • The Trust CEO (ex officio); • Up to 4 co-opted trustees, appointed by the Members, who are appointed based on their professional skills; • Up to 6 trustees, appointed by the Members, who are appointed based on professional skills in areas of business, education, finance, human resources or community.
Chair	<p>The Trust Board shall appoint a Chair at the first scheduled meeting of each academic year. The Chair shall hold office for the remainder of the academic year or until the first meeting of the Trust Board in the following academic year, whichever is the later. The retiring Chair at the end of the year shall be eligible for re-appointment.</p>
Quorum	<p>There must be a minimum of 3 trustees at any time (or if greater, one third). All trustees must be aged 18 or over.</p>
Meetings & Attendance	<p>The Trust Board shall meet as a full board at least 4 times a year (normally September, December, March and July).</p> <p>The Chair may instruct the Clerk to convene additional meetings during the year, the purpose of which must be set out in the full agenda for the meeting.</p> <p>The CEO, CFOO and Deputy CEO shall normally attend meetings of the Trust Board. Employees of the Trust maybe invited (by the Clerk in consultation with the Chair) to attend Trust Board meetings to provide information and to participate in discussion (but not decision making).</p>
Authority & Delegated Functions	<p>Governance:</p> <ul style="list-style-type: none"> • Ensure processes are in place for appointment of Governors to the LGB including ensuring that Governors have the necessary skills to fulfil the role. • Approve Terms of Reference for Trust Board Committees including LGBs. • Approve the Scheme of Delegation. • Ensure a training programme is in place for Trustees and Governors. • Appoint the Chair and Vice Chair of the LGBs. <p>Strategic Management:</p> <ul style="list-style-type: none"> • Set and deliver the strategic objectives of the Trust and academies. • Deliver the strategic objectives of the Trust and academies. • Review and challenge the progress of the Trust against its strategic objectives. • Ensure structures are in place to evidence the Trust's compliance with all obligations including the Academy Trust Handbook. • Ensure structures are in place to evidence the Trust's compliance with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety). • Ensure that there are appropriate financial controls in place so that there is regularity, probity and value for money in relation to the management of public funds. <p>Finance, Risk & Reporting:</p>

- Ensure structures are in place to evidence the Trust's continuing compliance with all ESFA / DfE financial management requirements.
- Ensure the Trust maintains a Register of Business Interests for all Members, Trustees, Governors and Executive Leadership Team members involved in decision making or the awarding of contracts. Ensure a procedure is in place to deal with any conflicts of interest.
- Receive and review the Trust consolidated monthly management accounts, compiling of income and expenditure, balance sheet, cash flow and variance analysis.
- Establish satisfactory reasons for variances in consolidated management accounts.
- Appoint internal and external auditors.
- Approve year end consolidated statutory accounts.
- Receive external audit Management Letter and findings report.
- Authorise the awarding of contracts above the WTO (World Trade Organisation) limit.
- Approve the Trust and individual school budgets.
- Approve the levy charge to schools.
- Approve special payments, including staff severance, compromise and compensation payments (delegated to Chair of Trust Board) in line with the Academy Trust Handbook.
- Receive and review benchmarking and KPI information in line with the Trust ICFP Policy.
- Approve the disposal of any land or buildings.

Education & Curriculum:

- Ensure structures are in place to enable the Trust's schools to achieve at least good outcomes and progress for all children and young people.
- Seek assurance that the Trust and individual schools have all relevant statutory policies in place.
- Approve the annual Trust Improvement Plan.
- Monitor progress against the agreed actions and time scales as documented in the Trust Improvement Plan.
- Set and agree the Trust Admissions Policy.
- Ensure all schools in the Trust meet the DfE statutory requirements regarding the length of the school week.
- Receive Ofsted reports and seek assurance that any necessary improvement priorities are actioned.

Other:

- Appoint the Chief Executive and Accounting Officer and other members of the Trust Executive Leadership Team (CFOO and Deputy CEO).
- Approve the appointment of Headteachers or equivalent in the individual schools, in consultation with the CEO and members of the LGB.
- Approve the structure of the Trust Central Team.
- Set the salary scales for Trust employees.
- Conduct the appraisal of the CEO.
- Dismiss Headteachers and Central Team staff, including the Executive Leadership Team.
- Approve any proposed Trust restructures.
- Approve the Trust Whistleblowing Policy and seek assurance that it is implemented consistently and effectively.
- Approve the Trust Pay Policy and seek assurance that it is implemented consistently and effectively.

Annex 1: Terms of Reference for the Standards & Curriculum Committee

Purpose	To assist the Board of Trustees to carry out its duties for effective self-evaluation, monitoring, support and challenge by ensuring that the educational aims of the Trust and its schools are fulfilled.
Constitution & Membership	Not less than 4 Trustees and up to 3 Headteachers. Any other eligible Trustee(s) may be called to attend and act as member(s) of the Committee in order to ensure a quorum for respective meetings. The Committee may make recommendations to the Trust Board for co-option of non-trustee members.
Chair	The Committee shall appoint a Chair at the first scheduled meeting of each academic year.
Quorum	4 members with the majority being Trustees.
Meetings & Attendance	The Committee will normally meet 4 times per year, but as a minimum at least once a term and additionally as required. The Committee will receive reports from the Executive Leadership Team in sufficient detail to enable it to undertake its strategic responsibilities for planning, monitoring and evaluation. The Deputy CEO and other members of the Trust Central Team (education) shall normally attend all meetings of the Committee.
Authority & Delegated Functions	<ul style="list-style-type: none"> • Seek assurance that the quality of education pupils in all schools receive is at least good. Where this may not yet be the case, seek assurance that robust plans are in place to secure this. • Seek assurance that structures are in place to enable the Trust's schools to achieve at least good outcomes and progress for all children and young people, with a key focus on schools causing concern. • Constructively challenge the accuracy, effectiveness and impact of the Trust's internal quality assurance and evaluation processes related to school improvement. • Review and challenge both school-level and trust-wide progress and attainment targets and performance data for end of key stage cohorts (including disadvantaged pupils) using Trust / local / national benchmarks, with a key focus on schools causing concern. • Review and challenge data trends over time, both across the Trust and for identified schools causing concern. • Seek assurance that structures are in place to enable individual schools to utilise grants and premiums for the maximum benefit of children and young people. • Review and challenge the Trust-wide impact of spending from grants and premiums, seeking assurance that they provide value for money and secure at least good outcomes for all children and young people. • To approve the trust-wide SEND Policy and seek assurances that provision for pupils with SEND is effective in all schools. • Seek assurance that the quality of teaching in all individual schools is good or better. Where this may not yet be the case, seek assurance that effective structures are in place to achieve this. • Review and challenge pupil absence rates for individual academies, using Trust and national benchmarks, with a key focus on schools causing concern.

Annex 2: Terms of Reference for the Audit & Risk Committee

Purpose	To assist the Board of Trustees to fulfil its corporate governance and oversight responsibilities by providing advice that is independent of the Executive Leadership Team on the adequacy and effectiveness of the Trust's systems of internal control and risk management.
Constitution & Membership	3 Trustees. Any other eligible Trustee(s) may be called to attend and act as member(s) of the committee in order to ensure a quorum for respective meetings. Other parties may be invited to attend meetings as relevant and appropriate. Employees of the Trust shall not be members of the committee.
Chair	The Committee shall appoint a Chair at the first scheduled meeting of each academic year. Neither the Chair of the Trust Board, nor the Chair of the Finance & General Purposes Committee shall serve as the Chair of this Committee.
Quorum	Not less than 2 Trustees.
Meetings & Attendance	The Committee will meet at least once a term and additionally as required. The Committee will receive reports from the Executive Leadership Team in sufficient detail to enable it to undertake its strategic responsibilities for overseeing governance, risk and internal control. The CEO, CFOO, Deputy CEO and other members of the Trust Central Team (safeguarding) shall normally attend all meetings of the Committee.
Authority & Delegated Functions	<ul style="list-style-type: none"> • Advise the Trust Board on the adequacy and effectiveness of the Trust's systems of internal control and its risk management and governance processes. • Oversee the Trust's risk registers, processes and procedures for the identification, assessment, evaluation, management and reporting of risks. • Approve the Risk Management and Business Continuity policies. • Seek assurance that systems are in place to monitor the compliance of school websites and GIAS. • Monitor progress in reducing risk factors for identified strategic risks. • Have oversight of the management and response of the Trust in relation to the Freedom of Information Act, the Data Protection Act and all other GDPR matters. • Approve all policies relating to GDPR. • Monitor, within an agreed timescale, the implementation of audit-based recommendations relating to health & safety, safeguarding, GDPR and risk management. • Seek assurance that systems are in place so that all allegations of fraud, including academic fraud, and any significant losses or other irregularities are properly investigated and, where appropriate, that the internal auditors, external auditors and, where required, the ESFA, are informed. • Seek assurance that structures are in place so the conditions of the Trust's Funding Agreement, including compliance with the Academy Trust Handbook, are met. • Consider and advise the Trust Board on any relevant reports or guidance issued by the ESFA, as well as any new legislation, which concerns the activities of the Committee. • Seek assurance that structures are in place so all children and young people are safeguarded across the Trust and its schools. • Oversee trends in safeguarding matters. • Receive safeguarding audit reports and monitor progress against any key risks, particularly for schools of concern. • Maintain an overview of Stage 3 complaints. • Approve the Complaints Policy. • Oversee accident trends across the Trust to support in the identification of areas for further improvement.

	<ul style="list-style-type: none">• Seek assurance that systems are in place to ensure staff across the Trust are adequately trained to fulfil their roles and maintain statutory compliance.• Monitor exclusion statistics across the Trust, holding leaders to account for the implementation of inclusion policies.• Seek assurance that a process is in place to approve educational visits, ensuring that health & safety planning and risk assessments are undertaken.• Seek assurance that systems are in place for the inspection of Trust premises and equipment to take place at agreed intervals and a report is received identifying any issues.• Receive information on the Health & Safety inspections undertaken in individual schools and seek assurance that any key risks are monitored and resolved or controlled.
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Annex 3: Terms of Reference for the Finance & General Purposes Committee

Purpose	<p>To hold to account and constructively challenge the Executive Leadership Team as to the effectiveness and impact of policy, proposals and practice in relation to the management and deployment of Trust resources.</p> <p>To provide oversight and assurance to the Trust Board as to the effective and appropriate management and use of Trust resources and to make recommendations to the Trust Board in relation to these.</p> <p>To consider and review detailed reports on the financial sustainability, infrastructure, human resource and estate management performance, practices and resources of the Trust.</p> <p>To consider the financial consequences of any decision or proposal of a Board Committee and / or the Executive Leadership Team for which there is no approved budget and to make recommendations to the Trust Board.</p>
Constitution & Membership	<p>Up to 6 Trustees and 3 Headteachers.</p> <p>Any other eligible Trustee(s) may be called to attend and act as member(s) of the Committee in order to ensure a quorum for respective meetings.</p> <p>Other parties may be invited to attend meetings as relevant and appropriate.</p>
Chair	<p>The Committee shall appoint a Chair at the first scheduled meeting of each academic year.</p> <p>The Chair of this Committee is not eligible for appointment to the Audit & Risk Committee.</p>
Quorum	<p>Not less than 4 members with the majority being Trustees.</p>
Meetings & Attendance	<p>The Committee will meet at least once a term and additionally as required.</p> <p>The Committee will receive reports from the Executive Leadership Team in sufficient detail to enable it to undertake its strategic responsibilities.</p> <p>The CEO, CFOO and Deputy CEO shall normally attend all meetings of the Committee.</p>
Authority & Delegated Functions	<p>Finance Policy & Scheme of Delegation</p> <ul style="list-style-type: none"> • To seek assurance that the Trust operates within the requirements of the Academy Trust Handbook, the HET Scheme of Delegation and the HET Financial Regulations and policies. • To seek assurance of the Trust's continuing compliance with all ESFA, DfE, HMRC and other government returns. • Approve the Trust's Financial Regulations and all financial policies • To make recommendations to the LGB and / or Board of Trustees where appropriate. <p>Financial Decision-Making, Planning & Monitoring</p> <ul style="list-style-type: none"> • Seek assurance that there are appropriate financial controls to ensure regularity, probity and value for money in relation to the management of public funds. • Authorise all contracts and expenditure above £50k as set by the Scheme of Delegation. • Authorise the advertisement of tenders above the WTO limit. • Approve novel or contentious transaction, which must always be referred to the ESFA for prior authorisation. • Review, on a termly basis, individual school annual budgets where a risk is posed. • Review year-end figures from individual schools for inclusion in consolidated year-end accounts. • Monitor and control income & expenditure against budget during the financial year. • Establish satisfactory reasons for variances in consolidated management accounts. • Seek assurance that all points raised from the annual external audit are actioned.

- Ensure systems are in place so that all school contracts and SLAs are reviewed at least annually.
- Monitor the regulations on VAT, ensuring compliance by the Trust.
- Monitor financial risk.
- Subject to the Scheme of Delegation, approve any budgetary adjustments that will, from time to time, be necessary in response to the evolving requirements of the Trust.
- Review any changes to Trust signatories.
- Approve MIS policies to ensure the Trust and its schools meet the requirements of student and staff record maintenance.
- Seek assurance that the financial management software remains suitable as the Trust changes over time.
- Approve the purchase of the financial management system.
- Approve the appointment of a payroll provider for the Trust.
- Review and adopt IT policies to ensure that the IT strategy meets business and curriculum requirements.
- Seek assurance that the arrangements for insurance cover are adequate.
- Undertake an assessment for risk management for insurance purposes for the Trust.

Human Resources

- Establish trust-wide HR policies in accordance with all appropriate regulations.
- Approve people, pay and recruitment policies.
- Seek assurance that the schools adopt HR policies consistently to ensure that the people management strategies are developed in line with the curriculum and business requirements of the Trust.
- Consider and keep under review the impact and implementation of trust-wide strategies and policies for human resources and organisational development.
- Consider and keep under review the effectiveness of the measures in place to ensure compliance with and promote equality, diversity and inclusion in employment.
- Consider and keep under review the impact and implementation of trust-wide strategy and policy in all matters relating to recruitment, reward, retention, motivation and development of Trust employees.

Estates

- Ensure trust-wide Estates strategy and policies are established in accordance with all appropriate legislation.
- Seek assurance of the management of the condition and upkeep of the Trust estate including the proposed School Conditions Allocation spending.
- Ensure systems are in place to assure the Trust Board that buildings and grounds remain compliant, safe and financially viable.
- Ensure systems are in place that require any third-parties using Trust sites to have appropriate insurance and first aid cover.

Annex 4: Terms of Reference for the Pay Committee

Purpose	To assist the Board of Trustees to fulfil its responsibility to ensure that the remuneration practices of the Trust reward fairly and responsibly, with a clear link to Trust and individual performance, having regard to statutory and regulatory requirements.
Constitution & Membership	Membership is the Chairs of the 3 standing Committees of the Trust Board Any other eligible Trustee(s) may be called to attend and act as member(s) of the Committee in order to ensure a quorum for respective meetings. Other parties may be invited to attend meetings as relevant and appropriate. Employees of the Trust shall not be members of the Committee.
Chair	The Committee shall appoint a Chair at the start of each meeting.
Quorum	Not less than 3 Trustees.
Meetings & Attendance	The Committee will meet at least once a year and additionally as required. The Committee will receive reports from the Executive Leadership Team in sufficient detail to enable it to undertake its strategic responsibilities. The CEO will attend meetings in order to present information about Headteacher and Executive Leadership Appraisal. The CEO shall withdraw from the meeting if any items relating to their pay or terms and conditions of service are to be discussed.
Authority & Delegated Functions	<ul style="list-style-type: none"> • Achieve the aims of the Trust Pay Policy in a fair and equal manner. • Apply the criteria set by the Trust Pay Policy in determining the pay of each member of staff at the annual review. • Observe all statutory and contractual obligations for both teachers and support staff. • Minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the Trust Board. • Keep abreast of relevant developments and advise the Trust Board when the Trust's Pay Policy needs to be revised. • Work with the CEO in ensuring that the Trust Board complies with the Appraisal Regulations 2012 (teachers). <p>The Trust Board will receive anonymised information about the individual's appraisal and its relationship to salary progression but not with names and will be placed in the confidential section of the agenda. Names will be restricted to the Pay Committee and on a confidential basis.</p>

Annex 5: Terms of Reference for the Local Governing Bodies

<p>Purpose</p>	<p>The Trust Board is legally responsible for the performance of each school. The Board requires the active support of LGBs to ensure effective governance.</p> <p>The remit of the LGB is to:</p> <ul style="list-style-type: none"> • Provide assurance to the Trust Board that the quality of education, school improvement, safety and compliance and the vision, ethos and strategic direction of their school are consistent with the educational objectives and vision of the Trust; • Hold school leaders to account for the quality of education and educational performance of the school; • Advise the Trust Board (via the minutes of the termly LGB meetings) of any concerns or emerging trends in relation to any areas which Governors feel that school leaders have not been able to provide satisfactory assurance. <p>The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust</p>
<p>Constitution & Membership</p>	<p>The composition of the Local Governing Body shall be:</p> <ul style="list-style-type: none"> • The Headteacher (ex officio); • A minimum of 2 elected parent members; • Up to 2 elected staff members (one teaching and one non-teaching); • Up to 6 Trustee appointed / co-opted members. <p>Minimum number of governors: 7, maximum number of governors: 11.</p> <p>Each LGB shall appoint a Chair and Vice Chair at the first scheduled meeting of each academic year. The initial appointment of these individuals is subject to approval by the Trust Board. Any governor may be re-appointed as the Chair or Vice Chair. In the absence of the Chair or Vice Chair, any other governor can be appointed as Chair for an individual meeting.</p> <p>LGBs shall not appoint Committees.</p> <p>The Trust Board reserves the right to suspend or dismiss an LGB and to appoint an Interim Governing Body (IGB) should, in the opinion of the Trust Board, the quality of education and / or the educational performance of the school or the LGB be seriously concerning enough to warrant this.</p> <p>The term of office for governors is 4 years, except for the HT who will be a governor for the period of time they remain in post. A parent governor shall not automatically cease to hold office solely by reason of their child no longer being on roll at the school. Any person may be re-elected or re-appointed to the LGB. Governors wishing to resign from their post must do this in writing to the Clerk.</p> <p>All Governors must be aged 18 or over.</p> <p>The LGB must designate Link Governors for Health & Safety, Safeguarding and SEND and may choose to designate other roles or areas of expertise as they deem appropriate. Such roles are not operational in nature and do not have any delegated authority.</p>

<p>Governor Eligibility</p>	<p>Appointment of all governors is subject to:</p> <ul style="list-style-type: none"> • Satisfactory Enhanced DBS Check (carried out by the school); • Acceptance of the HET Trustee & Governor Code of Conduct; • The HET governor election and / or appointment process; • Annual declaration of interests; • Active participation in the Governor Training Programme and completion of any training courses designated as mandatory.
<p>Election & Appointment of Governors</p>	<p>Staff Governors</p> <p>The Local Governing Body shall invite nominations from all staff employed under a contract of employment and, where there are any contested posts, shall hold an election by a secret ballot. The Trustees delegate the running of the election to the LGB.</p> <p>Parent Governors</p> <p>Parent governors of the LGB shall be elected by parents of registered pupils at the school. They must be a parent of, or have parental/guardianship responsibility for, a pupil at the school at the time when they are elected.</p> <p>Where a vacancy for a parent governor is required to be filled by election, the LGB shall take reasonable steps to ensure that every parent/carer/guardian of a registered pupil at the school is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so. The Trustees delegate the running of the election to the LGB.</p> <p>Where there are contested posts, an election by secret ballot will be held. All eligible to vote can return ballot papers by post, in person or via a pupil at the school.</p> <p>Where the number of parents standing for election is less than the number of vacancies, the LGB may appoint a person who is the parent of a registered pupil at the school or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another school run by the Trust.</p> <p>Co-opted Governors</p> <p>Co-opted governors of the LGB shall be appointed by the LGB. They must be:</p> <ul style="list-style-type: none"> • a person who lives or works in the community served by the school; or • a person who, in the opinion of the Local Governing Body, has the necessary skill set and is committed to the government and success of the school. <p>Employees of the Trust can be appointed to co-opted/Trust appointed positions on an LGB other than their own school.</p>
<p>Quorum</p>	<p>There must be a minimum of 3 governors at any time (or if greater, one third), provided that staff members (including the HT) do not form the majority of those present. A majority of non-staff governors is required for any decision making.</p> <p>Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.</p>

	<p>Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which their remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.</p> <p>A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.</p>
Conflicts of Interest	<p>All governors must register business interests annually in line with the requirements in Academy Trust Handbook. In the interests of transparency, the school will publish up to date information on its website regarding each governor.</p> <p>Any governor who has or may have any direct or indirect duty or personal interest which conflicts or may conflict with their duties as a governor of the LGB shall disclose that fact to the LGB as soon as they become aware of it. A person must absent themselves from any discussions of the LGB in which it is possible that a conflict will arise between their duty to act solely in the interests of the school and any duty or personal interest (including but not limited to any Personal Financial Interest).</p> <p>A governor of the LGB has a Personal Financial Interest if they, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as their partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the school.</p>
Meetings & Attendance	<ul style="list-style-type: none"> • The LGB will meet at least once a term, in the first half term, and will receive information on the previous full term. • The dates for all LGB meetings shall be set annually by the Clerking Team in consultation with the Chair of the LGB. • All meetings of the LGB shall be minuted by the Clerk who shall attend the meeting and advise the LGB throughout the meeting. Minutes will be checked by the LGB and signed as a true record by the Chair. Any confidential items will be minuted separately. Minutes of all LGB meetings are held by the school and the Trust Clerking Team for review at any time. • The draft agenda for the meetings shall be set by the Clerking Team. The Chair of the LGB will be consulted on the draft agenda by the Clerk and should liaise with the Headteacher to make any suggestions for adjustment. Additional items of local relevance may be added, however items will not normally be deleted from the draft because the content reflects the annual programme of LGB business and termly reporting requirements of the Trust Board. • The Headteacher shall attend all meetings of the LGB. At the discretion of the Chair, other members of staff may attend and participate in / present to the meeting. Members of the Executive Leadership Team of HET may attend and report to the LGB. The Clerk shall be present throughout all meetings. • Governors are expected to attend all LGB meetings. Where a governor is unable to attend, apologies and reasons for absence must be reported to the Clerk. The Clerk will report apologies for absence to the meeting and formally ask governors to accept (or not) the apology. This shall be reported in the minutes. Failure to attend 3 consecutive LGB meetings without consent will result in the removal of a governor from the LGB.

	<ul style="list-style-type: none"> All staff governors (except the HT) must (unless otherwise directed or agreed by the Chair) withdraw from any LGB meeting at which any confidential staffing matter is discussed.
Authority & Delegated Functions	<p>The LGB shall in carrying out its role:</p> <ul style="list-style-type: none"> promote high standards and aim to ensure that pupils are attending a successful school which provides them with a good education and supports their well-being; be responsible to the Trustees for its actions and follow the expectations of governors as laid down by the Trustees in these terms of reference and the Trust Scheme of Delegation; aim to establish a body that is competent, accountable, independent and diverse and that promotes best practice in governance; aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics; <p>The Trustees shall support the work of the LGB by:</p> <ul style="list-style-type: none"> setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within the overarching vision; ensuring that systems are put in place to allow the governors to be presented with timely information to allow the LGB to analyse academy performance in order to support and challenge the HT and the Senior Leadership Team of school; ensuring that the governors have access to high quality training. <p>Education & Curriculum:</p> <ul style="list-style-type: none"> Seek assurance that the school fulfils its statutory obligations and provides a curriculum that is broad, balanced and inclusive to all children and young people. Seek assurance that the school meets the statutory requirements of the Early Years Foundation Stage. Receive the school's annual Improvement Plan. Monitor progress against agreed actions and timescales as documented in the school's Improvement Plan. Receive reports from the Trust's Executive Leadership Team following quality assurance and compliance checking activities and monitor the impact of any actions taken as a result. Seek assurance that structures are in place to enable the school to achieve at least good outcomes and progress for all children and young people. Seek assurance that the quality of teaching in the school is good or better and that where this may not yet be the case, effective structures are in place to secure this. Constructively challenge the effectiveness and impact of the school's internal quality assurance and evaluation processes related to school improvement. Review and challenge targets and performance data for all year groups and vulnerable groups, including disadvantaged pupils, across all basic skills subjects. Monitor school-specific data trends over time, including against national benchmarks. Seek assurance that the quality of education in subjects other than English and Mathematics is at least good and adapted as necessary to meet the needs of all children and young people. Approve the school's grants and premiums allocations, ensuring these are published in accordance with statutory requirements.

- Monitor progress against targets and agreed activities, as documented in the school's grants and premiums allocations.
- Review and challenge the impact of spending from grants and premiums, seeking assurance that each one provides value for money and secures at least good outcomes for all children and young people.
- Seek assurance that statutory requirements for SEND pupils, including publication of the SEND Information Report in line with the SEND Code of Practice, are met.
- Seek assurance that provision for pupils with SEND is effective and consistent with the school's published SEND Information Report.
- Seek assurance that provision for all other groups of vulnerable children (e.g. CLA and/or young carers) is effective and evaluate their progress and achievement.
- Seek assurance that the school has appropriate and effective staffing.
- Seek assurance that systems are in place so that parents receive the results of statutory assessments, an annual report on learner's educational achievements and that information about the school is available to parents, including on the school website.
- Review and approve the policy and provision for Religion and World Views, including collective worship and spiritual development, ensuring information is provided to parents and ensure all statutory requirements are met.
- Review and approve the policy and provision for Sex and Relationships Education including providing information to parents and ensure all statutory requirements are met.

Finance, Risk & Reporting:

- Maintain a Register of Business Interests for all governors and senior staff involved in decision making or the awarding of contracts etc. Put in place a procedure to deal with any conflicts of interest.
- Receive Internal Audit Service reports and report action points and school responses to the Accounting Officer / Trust Board.
- Receive the school's annual budget.
- Monitor and control income & expenditure against budget during the financial year.
- Review budget monitoring reports and projected out turn position for the school.
- Review evidence to show that a minimum of 3 written quotes are obtained for all purchases and contracts valued between £5,000 and £25,000.
- Write off of bad debts in line with the regulations set by the Academy Trust Handbook and the Scheme of Delegation (up to £2000).
- Seek assurance that the school demonstrates full compliance with all trust-wide financial policies and procedures.

Human Resources:

- Appoint staff in line with the Scheme of Delegation.
- Approve school staffing structure in line with STPCD and for support staff in line with the grading structure / job evaluation, in agreement with the CEO.
- Approve incremental pay progression following the annual teachers' appraisals and promotions within the school for teaching staff. (Based on HT recommendation, agreed by members of the LGB and reported to full LGB)
- Conduct appraisals of Headteachers with the CEO and recommend pay progression of the Headteacher to the Pay Committee of the Trust Board for approval.

- Dismiss any member of staff (below the HT), including capability, disciplinary, sickness, unless delegated to the HT, or where there is a conflict of interest in line with the relevant policies and following advice from HR.
- Hear any staff appeals for flexible working requests. (Initial requests delegated to the HT.)
- Authorise any leave of absence requests relating to exceptional circumstances not covered in the Leave of Absence Policy.
- Seek assurance that staff sickness absence is managed in line with trust policy and reflect on reasons for staff absence.
- Seek assurance that staff training is managed in line with Trust requirements.

Other:

- Seek assurances that arrangements to safeguard children and young people attending the school are effective and fulfil statutory requirements.
- Review and challenge other information relating to pupils, including attendance, exclusions, punctuality and disciplinary matters.
- Seek assurance that the delivery of all strategic objectives of the Trust and school are met.
- Seek assurances that the school's provision for pupils' Personal Development is at least good.
- Seek assurance that the behaviour and attitudes of pupils is at least good, maintaining a key focus on attendance, exclusions, punctuality and disciplinary matters.
- Monitor the views of pupils, parents and carers on the school (quality of education, behaviour and attitudes, leadership & management and safety), seeking assurances that the school actively responds to stakeholder feedback.
- Seek assurance that the school's website fulfils statutory requirements.
- Set the opening and closing times for the school, ensuring these arrangements fulfil statutory requirements.
- Seek assurance that the school provides free school meals to those eligible.
- Seek assurance that the school fulfils its statutory responsibilities in relation to gaming and off-rolling.
- Monitor the maintenance and upkeep of the school's site, including seeking assurance that both the building and the grounds remain health & safety compliant and secure.
- Monitor progress against agreed actions and timescales as documented in the school's most recent audits and inspections, including: health & safety, fire, play equipment, cyber security and GDPR.