



The Good Shepherd Trust Governance Handbook

01 September 2024 – 31 August 2025

Introduction

Welcome to governance in The Good Shepherd Trust.

The GST Governance Handbook is for everyone in the trust, including:

- Members
- Trustee Directors (TDs)
- Local Committee (LC) members
- Local Governance Professionals (LGPs, formerly Clerks) and Trust employees

The GST Governance Handbook enables all those involved in governance in GST, to understand their role and ensure that the trust remains compliant with company law, charity law and the Academy trust handbook 2024.

The scheme of delegation shows clearly who is responsible or accountable for tasks. This document illustrates our governance procedures, supporting transparency within our organisation. The aim of the clearly delegated tasks is to support the trust's vision, avoid duplication of work and ensure every level of governance adds value.

Anyone involved in governance in our Trust, who is not an employee, is a volunteer and gives their time with no financial benefit. This is recognised and hugely valued.

We expect all volunteers to follow our code of conduct for governance, which is found in [appendix E](#).

The Good Shepherd Trust is a company limited by guarantee and an exempt charity. We therefore follow both company and charity law and are registered as a company. Our company number is 8366199, formed on 18 January 2013.

The Articles of Association govern the Trust, setting out its objects, the eligibility criteria for Members and Trustee Directors, and the procedures for appointment and removal of members and trustee directors. The articles also deal with voting rights of the members, the powers of

Trustee Directors and set out the procedure for meetings. Local Committees are sub committees of the Board and are appointed by the Board. Our Articles of Association may be found on our website [here](#).

Our multi academy trust (MAT) is a 'mixed MAT', consisting of both Church of England schools and other academies whether with or without a designated religious character.

In The GST we refer to academies as schools. A list of abbreviations and terms used may be found in [appendix J](#).

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The Good Shepherd Trust vision:

“To be better, together, to ensure an ambitious education for every child in every school every day.”

We commit to:

- Having an ambitious culture which enables self-confidence and aspiration in everyone in our family, child or adult.
- Having a highly connected, growing and flourishing GST community where everyone is known, diversity is valued and where highly effective, responsive services are shared.
- Serving our community by developing an enriching and exciting social, emotional, spiritual and cultural educational provision; driving high quality learning for all.

Jesus said “I came that they may have life and have it to the full.” John 10 v10.

The Good Shepherd Trust governance structure

Members

Our trust structure has a minimum of three Members and no maximum. Members are as of September 2024 the Diocesan Corporate Member, two people appointed by the Diocesan Corporate Member and the Chair of the Trustee Directors (see below).

Trustee Directors* (the Trust Board)

The number of Trustee Directors must not be less than three and is not subject to a maximum. The Members appoint a minimum of five Trustee Directors. The Trustee Directors may appoint further co-opted Trustee Directors. Employees of The Good Shepherd Trust may be Trustee Directors if the total number does not exceed one third of the total number of Trustee Directors, including the CEO. A term of office for a Trustee Director is four years. Trustee Directors may be re-appointed.

Education committee

Resources committee

Risk & Audit committee

People, Appointments & Remuneration committee

Local Committees**

* Our directors are known as Trustee Directors as they are both trustees and directors.

** Our local governing bodies are known as Local Committees.

The ‘governors’ in a multi academy trust are the Trustee Directors. Therefore, we do not refer to Local Committee members as governors.

Only the Trustee Directors may establish committees. The committees in our Trust are:

- Education committee
- Resources committee
- Risk and Audit committee
- People, Appointments and Remuneration committee
- Local Committees

For all committees, except Local Committees, membership consists of at least three Trustee Directors. See the individual terms of reference for exact requirements. Each committee's terms of reference are reviewed by the Trust Board at least once every twelve months.

Local Committees do not simply replace what was a governing body prior to joining the trust. At the point of joining the MAT the governing body ceases to be a legal entity. We have Local Committees, on which previous school governors may continue as members until the end of the term of office at appointment as a governor. Local Committees are community focused and Local Committee members are there to use their skills to support the Headteacher. The Local Committee membership consists of two parents, who are elected by other parents and appointed by the Board, five general members and two staff members, one of which is the Headteacher and the other is elected by other staff members and appointed by the Board. A Local Committee may be appointed for more than one school, in which case the Board will consider any variation to the constitution of the Local Committee.

Trustee Directors have the right to replace a Local Committee with an Interim Academy Board (IAB) should there be a need to do so. The role of an IAB will mirror that of a Local Committee but will exercise greater direction than a Local Committee and be guided and supported by the Trust central team.

The role of Members

A **Member** has a specific role in a multi academy trust and is not to be confused with members of committees, used throughout this document. The Academy trust handbook describes a similar role to that of shareholders of a company. They:

- are the subscribers to the memorandum of association (where they are founding members)
- may amend the articles of association subject to any restrictions created by the funding agreement or charity law
- may, by special resolution, appoint new Members or remove existing Members other than, where there is one, the foundation/sponsor body and any members it has appointed
- have powers to appoint trustees as set out in the trust's articles of association and powers under the Companies Act 2006 to remove trustees
- may, by special resolution, issue direction to the trustees to take a specific action
- appoint the trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- have power to change the company's name and, ultimately, wind it up

The **National Governance Association** (NGA) has published a useful document "*The role of members in academy trusts*" available [here](#).

- School leadership and management
- Inspection (Ofsted and SIAMS)
- Stakeholder voice

The full terms of reference for this committee may be found in [appendix A](#).

Resources committee

The Resources committee is responsible for:

- Finance and any associated risks
- Purchasing and procurement
- Property and facilities
- Insurance

The full terms of reference for this committee may be found in [appendix B](#).

Risk and Audit committee

The Risk and Audit committee is responsible for:

- Audit
- Risk management
- Health and safety

The full terms of reference for this committee may be found in [appendix C](#).

People, Appointments and Remuneration committee

The People, Appointments and Remuneration committee is responsible for:

- Remuneration and contractual terms for the central Trust Senior Leadership Team
- Structures for and appointments to executive leadership positions in schools and the central Trust Senior Leadership Team
- Staffing
- Approve appointments of the local committee members
- Revisions to the Trust's pay policy

The full terms of reference for this committee may be found in [appendix D](#).

Local Committees

Each school's Local Committee is responsible for:

- Establishing the strategic direction in line with the Trust's strategic direction
- Seeking assurance that the school's safeguarding culture is effective
- Ensuring that pupil progress and attainment is monitored and moderated
- Monitoring the planned expenditure and impact of pupil premium
- Monitoring the planned expenditure and impact of sports premium (primary schools only)
- Overseeing compliance and the school risk register

The full terms of reference for these committees may be found in [appendix E](#).

Scheme of Delegation

The Scheme of Delegation sets out The Good Shepherd Trust's delegation of responsibilities to its committees. Each committee of the Trust Board has specific terms of reference which are determined by the Trust Board and reviewed annually.

The scheme of delegation can be found in on the **Trust website**.

Financial delegation is determined in the Trust's Finance policy. For expenditure limits, disposals, etc, please refer to the policy.

Areas that relate to Local Committees are available on Governor Hub.

'Central Team' refers to governance provided from employees within the central team, including CEO, CFOO, CEEdO, Head of Governance, Head of Finance, Head of HR, SEEdO etc.

Local Committee annual workplan

The annual workplan has been reviewed for this version of the GST Governance Handbook and is available in GovernorHub.

This version of the annual workplan seeks to facilitate the critical role of Local Committees in understanding how and when they could obtain and share assurance with other tiers of governance. The annual workplan now details what needs to be done when and the pro-forma templates provide a consistent template to share with the Board, along with evidence provided in the Headteacher's report.

Local Committee members should look at [appendix E – terms of reference for local committees](#) which includes further detail about what each area of responsibility looks like and [appendix I – The role of a Local Committee member](#).

Trust and school policies

There are four types of policies (or procedures) in our trust:

1. “Blanket” policies that apply trust wide.
2. “Template” policies that require some local changes at school level.
3. Policies that are the responsibility of each school or the trust central team to write.
4. Policies managed entirely locally at the school and not part of the policy ratification schedule.

For each of those, they may be:

- Statutory or non-statutory.
- Required by the Trust.
- Delegated to a committee or an individual for approval.

The Trust policy and procedures are detailed in the policy ratification schedule, a dynamic document held on the trust’s policy SharePoint site. This document details for policy types 1-3, author, approver, review cycle, next expected review date and other aspects of policy management within the Trust. All governance tiers are encouraged to review this document frequently and any changes made to it are notified by the Head of Governance. All “blanket” trust policies are authored by individuals within the central team and either approved by their manager or a central committee of the Trust Board (depending on the level of delegation). All policy types 1-3 must be reviewed as per the policy ratification schedule to ensure alignment across the trust.

Please refer to the policy ratification schedule in Sharepoint for details on specific policies.

Policies/procedures that a Local Committee is required to approve

Local Committees are required to ensure that the following policies are either adapted at the local level or written at the local level and then approved by the local committee within the appropriate timescales.

Policy	Author	Approval
Accessibility Plan	Each school	Autumn i
Behaviour, Suspensions and Exclusion	Template wording	Autumn i
Health and Safety	Template	Autumn ii
Relationships, health Education (RSHE)	Each school	Autumn ii
Special Educational Needs and disability	Template	Autumn i

In addition, it is worth highlighting the importance of the **safeguarding and child protection policy**. This policy is no longer approved by the Local Committee but must be noted at the first meeting and the LC need to assure themselves that it is published on the school website.

Additional compliance activities

Additional documents to maintain

In addition to the policies and procedures detailed above, the Headteacher at each school (and where appropriate the CEO at trust-level) is required to maintain the:

- Register of pupils’ admission to school and attendance
- Trust or School information published on the website

- Single central record of recruitment and vetting checks
- Premises management documents
- Register of interests
- Annual equality objectives action plan
- School music development plan

Website compliance

The Department for Education updated its guidance on what academies must and/or should publish online in July 2024. This new guidance is integrated into the Local Committee annual workplan as well as the website audit template.

Appendices

Appendix A – terms of reference for Education committee

1. Membership

- 1.1. The committee shall consist of at least three Trustee Directors plus the CEO, in addition to the Chair of the Board who attends *ex officio*.
- 1.2. The Chair of the committee shall be appointed annually by the Board.
- 1.3. The committee may co-opt additional members.
- 1.4. The CedO and SEdO shall be invited to attend all meetings along with other members of the central education team as appropriate.

2. Quorum

- 2.1. The quorum shall be two Trustee Directors.

3. Meetings

- 3.1. The committee shall meet at least once per term.
- 3.2. Agenda and papers will be available on GovernorHub for members of the committee seven days in advance of the meeting.

4. Purpose

4.1 Curriculum

- 4.1.1 To ensure that all schools within the MAT are delivering an appropriate, broad and balanced curriculum to all children including those with disadvantages and special educational needs and disabilities (SEND).
- 4.1.2 To ensure that all schools within the MAT offer a full, appropriate and varied programme of extra-curricular activities that will enrich children's learning.
- 4.1.3 To ensure that all schools within the MAT are delivering appropriate Religious Education which, in Church schools, shall be in line with Diocesan guidelines.

4.2 Pupil development and Christian character

- 4.2.1 To ensure that all schools within the MAT are using their character and values including, in Church schools, their Christian character. to enable the development and achievement of every child.
- 4.2.2 To ensure that each Church school within the MAT maintains and develops a distinctively Christian ethos.

4.3 Pupil attainment and progress

- 4.3.1 To ensure that children at all children including those in vulnerable groups are making progress and attainment in line with or better than expectations.
- 4.3.2 To ensure that all planned actions to improve the level of attainment and progress are on track and effective.
- 4.3.3 To receive timely and robust data analysis on all matters affecting pupil attainment and progress in each school and across the Trust including for all vulnerable groups.

4.4 Teaching and learning

- 4.4.1 To ensure that the teaching at all schools within the MAT is 'good' or better and that appropriate and timely corrective actions are in place to address any shortcomings.

4.5 School leadership and management

4.5.1 To ensure that all the schools within the MAT are being managed, led effectively and efficiently to meet the Ofsted criteria for 'good' or better.

4.5.2 To ensure that Christian leadership is supported and developed in all Church schools within the MAT and that such support and development is available to all schools on request.

4.5.3 To seek assurance of the development of strong partnerships between all schools within the MAT and their local parish churches.

4.6 Safeguarding, attendance and behaviour

4.6.1 To ensure that each school within the MAT and the trust as an organisation complies with its statutory safeguarding and child protection obligations.

4.6.2 To monitor attendance and behaviour at each school within the MAT, ensuring that appropriate actions are taken to address specific concerns that may be raised.

4.7 Inspection

4.7.1 To receive copies of all Ofsted and SIAMS inspection reports.

4.8 School improvement

4.8.1 To ensure that timely action is being taken to bring about necessary school improvement and that this is being closely monitored.

4.8.2 To receive copies of all internal school improvement reports.

4.8.3 To receive any current IAB minutes.

4.9 Stakeholder voice

4.9.1 To receive communication from local committees about the impact of the Trust school improvement and all measures being taken locally to improve pupil outcomes.

4.9.2 To seek assurance that pupil, parent and staff voice is heard.

5. Policies

5.1. Approve any such policies and procedures that are delegated to it by the Trust Board.

6. Review

These terms of reference will be reviewed at least annually.

Appendix B – terms of reference for Resources committee

1. Membership

- 1.1. The committee shall consist of at least three Trustee Directors plus the CEO who is the Accounting Officer, in addition to the chair of the board who attends *ex officio*.
- 1.2. The Chair of the committee shall be appointed annually by the Board.
- 1.3. The committee may co-opt additional members.
- 1.4. The CFOO and the Head of Finance shall be invited to attend all meetings.

2. Quorum

- 2.1. The quorum shall be two Trustee Directors.

3. Meetings

- 3.1. The Committee shall meet at least once per term.
- 3.2. Agenda and papers will be posted on GovernorHub at least seven days in advance of the meeting.

4. Purpose

Finance

- 4.1.1. To review the annual budget prepared by the executive team and, when this is completed, to propose it for approval by the board.
- 4.1.2. To review the 3-year financial plan prepared by the executive and to ensure that it is robust and regularly updated.
- 4.1.3. To monitor the budget and management account position monthly and to report significant anomalies from the anticipated position to the board.
- 4.1.4. To ensure that the trust operates within the terms of the Academy trust handbook.
- 4.1.5. To ensure that the trust produces and promptly files statutory financial documents as required by the Charity Commissioner, Companies House, the Education and Skills Funding Agency (ESfA), HMRC and other designated regulatory or statutory bodies.
- 4.1.6. To ensure that the trust complies with its statutory external audit obligations.
- 4.1.7. Receive an annual report on The Good Shepherd Trust Services Limit.

Purchasing/procurement

- 4.1.8. To ensure that the trust demonstrates the proper and regular use of public funds and achieves value for money through its procurement policies and procedures.
- 4.1.9. To make decisions in respect of service agreements.

Insurance

- 4.1.10. To ensure that the trust has in place the appropriate insurances at the requisite levels to protect its assets and minimise its liabilities.

Property/facilities

- 4.1.11. To ensure that all properties and facilities owned, leased or let by the Trust are maintained in a safe and useable condition.
- 4.1.12. To decide on the use of School Condition Allocation (SCA) funding.

Policies

- 4.1.13. Approve any such policies and procedures that are delegated to it by the Trust Board.

5. Delegated levels of authority

- 5.1. The Board has delegated its financial powers to the Resources committee and in turn to the CEO, Accounting Officer, in accordance with these terms of reference, subject to the proviso that the committee and the CEO recognise the need for the business practices of the trust to reflect the general aims, Christian ethos and priorities of the Trust.

6. Review

- 6.1. The terms of reference will be reviewed annually.

Appendix C – terms of reference for Risk and Audit committee

1. Membership

- 1.1. The committee will consist of three Trustee Directors who will be appointed by the board. At least one member of the committee should have relevant financial and audit experience. The Chair of the Trust Board cannot be a member of the risk and audit committee but may attend meetings.
- 1.2. The Chair of the committee shall be appointed annually by the Board and should not also be the chair of the Resources committee.
- 1.3. The CEO, CFOO and, where appropriate, other members of the executive team will be invited to attend meetings but will have no voting rights. At least once per year the committee will meet the external auditors without any participation by any members of the executive team. The same applies for at least one meeting a year with the internal auditor.
- 1.4. Any other members of staff or external professionals will be invited to attend the relevant meeting as agreed by at least two of the Trustee Directors.

2. Meetings

- 1.1. The committee will meet at least once per term (three times per academic year) and will have one additional meeting during the autumn term.
- 1.2. The quorum shall be two Trustee Directors.
- 1.3. Agenda and papers will be posted on GovernorHub at least seven days in advance of the meeting.

3. Authority

- 1.1. The committee will report to the Board on any decision taken in accordance with the Scheme of Delegation of financial powers.
- 1.2. The committee is authorised to investigate any activity within its term of reference or specifically delegated to it by the board.
- 1.3. The committee is authorised to obtain any legal and professional advice it considers necessary, normally in consultation with the Chair of the Trust Board.

4. Main duties

- 1.1. The main duties of the risk and audit committee are as follows:
- 1.2. Fulfil its responsibilities as set out in these terms of reference in line with the Trust's funding agreement, articles of association, scheme of delegation, the Academy trust handbook, Academies Accounts Direction and the Trust's financial procedures manual.
- 1.3. Advise the Board on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks.
- 1.4. Advise the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- 1.5. Advise the Board on the need for and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of an internal auditor or other assurance provider.

5. Detailed responsibilities - audit

- 1.1. The Risk and Audit committee shall consider and advise the Trust Board on the following specific matters:

- 1.2. Assess the effectiveness and resources of the external auditor and make recommendations to the Board and Members concerning the reappointment or dismissal or retendering of the external auditor and the level of remuneration.
- 1.3. Review the external auditors' letter of engagement and annual planning documents and approve the planned audit approach.
- 1.4. Review all reports received from the external auditor (e.g. annual report and accounts, management letter) and consider any issues raised and the associated management response and action plans. Reports should be referred to the Board for information or action.
- 1.5. Recommend to the Board the appointment or reappointment of the internal auditors of the trust and the extent of the coverage across the trust of internal audit activities.
- 1.6. Review the internal auditors' planned schedule of work for the year and approve the planned audit approach.
- 1.7. Review all reports received from the internal auditor (e.g. internal control findings) and consider any issues raised and the associated management response and action plans. Reports should be referred to the Board for information or action.

6. Detailed responsibilities – risk management

- 1.1. The Risk and Audit committee shall consider and advise the Trust Board on the following specific matters:
- 1.2. Annual review of the Trust's risk management systems including arrangements for risk management, control and governance processes.
- 1.3. Review, monitoring and assurance of the completeness of the Trust's risk register and of the efficacy of the actions taken by the responsible executives for the mitigation of all key risks.
- 1.4. Review of the Trust's scheme of delegation and recommending any changes to the Board for approval.
- 1.5. Annual review of all insurance arrangements.
- 1.6. Quarterly Review of Health & Safety arrangements via the H&S report to ensure that the Trust complies with its statutory health and safety obligations.

7. Detailed responsibilities – other

- 1.1. The Risk and Audit committee shall consider and advise the Trust Board on the following specific matters:
- 1.2. Review of other significant financial or related reports or submissions that impact on the trust, its schools and its subsidiaries and are likely to involve the Department for Education, Education & Skills Funding Agency, Surrey County Council, Hampshire County Council, Companies House, HMRC or similar regulatory bodies.
- 1.3. Where the executive is proposing to the Board any changes to trust structure including the acquisition of new schools and setting up of new trading subsidiaries, the committee should be satisfied about the adequacy of the review of risk and due diligence processes.
- 1.4. Approve any such policies and procedures that are delegated to it by the Trust Board.

8. Review

- 1.1. These terms of reference, associated Scheme of Delegation and all policies and risks for this committee will be reviewed annually.

Appendix D – terms of reference for People, Appointments and Remuneration committee

1. Membership

- 1.1. The committee shall consist of at least three Trustee Directors appointed by the Board, including the Chair of the Board.
- 1.2. The Chair of the committee shall be appointed annually by the Board or in the Chair's absence the Trustee Directors of the committee will nominate a chair for the meeting.

2. Quorum

- 2.1. The quorum shall be two Trustee Directors.

3. Meetings

- 3.1. The committee shall meet as required, but at least three times a year.
- 3.2. Agenda and papers will be posted on GovernorHub seven days in advance of the meeting.

4. Purpose

- 4.1. To make recommendations to the board with respect to:
 - 4.1.1. Remuneration and contractual terms for the central trust Senior Leadership Team.
 - 4.1.2. Structures for and appointments to executive leadership positions in schools and the central trust Senior Leadership Team.
 - 4.1.3. Revisions to the Trust's Pay policy.
 - 4.1.4. Such other matters as the board requests.
- 4.2. To receive termly reports from the GST Head of HR and, as necessary, obtain external consultancy advice.
- 4.3. Approve any such policies and procedures that are delegated to it by the Trust Board.

5. Staffing

- 5.1. To keep under review the staffing structure for the trust, considering proposals from the executive who will implement staffing changes as necessary.
- 5.2. To ensure that a Pay policy is established for all categories of staff and to exercise sufficient oversight to ensure that all key aspects of the policy are implemented effectively.
- 5.3. Oversee the appointment procedure for all Headteachers at schools within the Trust and to contribute to the appointment of other members of the senior leadership teams both at the centre and within Trust schools.
- 5.4. To ensure that there is a performance management policy in place for all staff and that it is being implemented effectively.
- 5.5. Appoint all Local Committee members, including all staff and parent Local Committee members who have been elected and re-elected (where eligible).
- 5.6. Be advised of any honoraria payments being made by the Executive to employees.

6. The committee's role in performance related pay

- 6.1. The committee should ensure that the appraisal process for all staff has been completed by leaders in line with the trust's policy and procedures. Committee members do not get involved in individual appraisal of staff.
- 6.2. A sample range of anonymised objectives may be provided to the committee by the CEO for moderation purposes and to ensure that objectives are in line with development priorities.

7. Review

- 7.1. These terms of reference will be reviewed once every twelve months, typically at the last meeting of each academic year.

Appendix E – terms of reference for Local Committees

1. Membership

- 1.1. The committee shall consist of nine members, formally appointed by the Trust Board, delegated to PARC, including where they are proposed through election. The Trust provides guidance and determines the election and appointment process. Once appointed or elected and appointed, all Local Committee members are equals. Categories of membership are:
 - 1.1.1. **Two parents/carers** of children on roll at the time of appointment at the school, elected by the parent body. Parents/carers may be appointed by GST if there are fewer nominations than vacancies. Parent Local Committee member's second term of office will only occur if they have been re-elected.
 - 1.1.2. **Five general members** – appointed by GST. Our Local Committees do not have foundation governors. There is an expectation that a Local Committee in a Church school will include representatives from the Church where possible, which may include the incumbent who will not be *ex officio*. Any further general members drawn from a parish will need to meet and skills gaps identified.
 - 1.1.3. **One staff member** – elected by the staff body. The staff Local Committee member's second term of office will only continue if they have been re-elected. Staff Local Committee members may not chair a Local Committee either in the school where they are employed or in another GST school.
 - 1.1.4. **The headteacher**, whose term of office continues whilst they are in post.
- 1.2. A term of office for a Local Committee member is four years and a Local Committee member may serve two terms (eight years) if eligible. If Local Committee members served two or more terms on the governing body prior to the school joining GST, they may serve only one term as a Local Committee member. Where it is in the best interests of the trust, a Local Committee member may serve a further period up to four years if appointed by the Board.
- 1.3. When schools join GST and the governing body becomes a Local Committee, the previously appointed governors may serve as Local Committee members until the end of their current term of office carried forward from the governing body of the predecessor school when they were originally appointed.
- 1.4. It is expected that members of the school's leadership team will attend Local Committee meetings, by invitation of the Chair, as a valuable contribution to proceedings but they may not vote on any matter and may be asked to leave meetings from time to time. For professional development, members of the school's leadership team are also to be encouraged to become members of other GST school Local Committees.
- 1.5. The appointment of the Chair is made annually by the Trustee Directors, delegated to PARC subject to recommendation/consultation with the Headteacher and Local Committee. There must be one named Chair who will be named on GIAS. The Local Committee members may elect a temporary Chair from among members present in a meeting in the absence of the Chair, which must be minuted by the Local Governance Professional (LGP).
- 1.6. The appointment of the Vice Chair takes place on an annual basis at the first meeting of the academic year. The Local Committee will determine this through voting for any candidates who have volunteered for the role.
- 1.7. Where a Local Committee is supporting more than one school, additional committee members may be required, including parent/carers and staff representation from each school.

2. Quorum

- 2.1. A quorum will be four local committee members or 50% of the current Local Committee membership, whichever is greater, plus the headteacher.
- 2.2. Where fewer attend, the chair may determine whether the number of Local Committee members attending a meeting is sufficient for the committee usefully to discharge its responsibilities. Any decisions would need to be ratified at a future meeting that is quorate.

3. Meetings

- 3.1. The Good Shepherd Trust will recruit and appoint Local Governance Professionals for Local Committees.
- 3.2. The Local Committee will meet as often as is necessary and at least half termly to fulfil its responsibilities. This may vary dependent upon the size, position and context of the school. Advice should be sought from the trust central team on any changes to existing arrangements, as identified within the LC annual workplan.
- 3.3. Any resolution at a meeting of a Local Committee must be determined by a majority of the votes of the Local Committee members contributing to the meeting (in person or via electronic means) and able to vote on the matter.
- 3.4. Each Local Committee member present (in person or via electronic means) shall be entitled to one vote. Votes cannot be cast by anyone not attending a meeting.
- 3.5. Where there is an equal division of votes the chair shall have a casting vote.
- 3.6. A register of attendance shall be kept for each Local Committee meeting and published annually on the relevant school's website before the start of the new academic year.
- 3.7. Local Committees may invite attendance at meetings from persons who are not members to assist or advise on a particular matter or range of issues. Any senior employee of the trust or Trustee Director may also attend and speak at Local Committee meetings. Any attendees who are not members of the Local Committee have no voting rights.
- 3.8. The trust does not permit 'open' committee meetings to take place, i.e. parents or members of the public cannot attend Local Committee meetings.
- 3.9. The Local Committee will aim to produce draft minutes of its meetings within ten working days and ensure these are published on GovernorHub.

4. Purpose and powers

Each school's Local Committee is responsible for:

4.1. Establishing the strategic direction of the school

- 4.1.1. Setting and ensuring clarity of vision, values, and objectives for the school, ensuring that the school's ethos and vision statement are in line with those of The Good Shepherd Trust and that these are fully enacted within the school.
- 4.1.2. In church schools, seeking assurance and evaluating the impact and effectiveness with the SIAMS framework.
- 4.1.3. Receiving and contributing to the school's **self-evaluation form (SEF)** – understanding the strengths and areas for development, which will drive the **school development plan (SDP)**.
- 4.1.4. SDP key priorities will be monitored termly by the Local Committee.

4.2. Ensuring accountability

- 4.2.1. **Monitoring the educational performance** of the school and progress towards agreed targets.
- 4.2.2. **Monitoring the provision and outcomes for vulnerable pupils** – outcomes for groups of pupils, including disadvantaged, pupils with special educational needs and disabilities, those with English as an additional language, GRT, and pupils with attendance and/or behaviour issues. Attendance of all children will be monitored and interrogated.
- 4.2.3. **Ensuring that the school engages with stakeholders** – including the provision of opportunities for parents/carers, staff, pupils and the Local Community to be able to engage with and give feedback to the school.

4.3. Overseeing compliance

- 4.3.1. **Monitoring impact relating to specific grants** – particularly funding for SEND, the pupil premium, PE & sport funding (in primary schools). Having knowledge of the school's agreed budget and the impact of expenditure on pupil outcomes.
- 4.3.2. **Following GST policies**, particularly in supporting leaders in dealing with complaints.
- 4.3.3. **Participating in panels** to review the decisions of the Headteacher in exclusions of pupils.
- 4.3.4. **Support the Headteacher** in approving and monitoring, inter alia, Safeguarding compliance, the Equality and Diversity annual action plan and health and safety compliance.

4.4. Ensuring risks to the organisation are managed

- 4.4.1. **Safeguarding and child protection** – determining and approving any local procedures in line with the trust policy.
- 4.4.2. **Health and safety** – approving and monitoring the effectiveness of the trust's policy locally and monitoring compliance on behalf of the trust board. Seek assurance that steps are being taken to mitigate risk.

5. The committee is also responsible for:

- 5.1. **Undertaking the programme of assurance as outlined in the LC annual workplan**, as delegated to them by the Trust Board.
- 5.2. **Raising any matters** for the attention of the Trust Board via the Head of Governance / CEdO / CEO (as appropriate) after each meeting.
- 5.3. **Recording visits** to the school(s), with prior arrangement with the Headteacher. The visit report template is available to download from GovernorHub.
- 5.4. **Conducting an annual review** of its work and impact by means of a self-evaluation, preceded by a skills audit and communicating its findings to the trust board via the LGP to the Head of Governance.
- 5.5. **Working with the local community and church** community (in church schools only).
- 5.6. Each Local Committee will appoint from amongst its members individuals who will lead and report to the committee on:
 - 5.6.1. Safeguarding and child protection
 - 5.6.2. SEND and vulnerable children
 - 5.6.3. Health and Safety
 - 5.6.4. Christian character (in church schools only)
 - 5.6.5. Attendance

6. Accountable and responsible areas from the scheme of delegation

6.1. Governance

- 6.1.1. Appoint and remove Vice-Chair of Local Committee. Trustee Directors appoint and remove members of the Local Committee but the post holder of Vice-Chair is decided by the Local Committee.
- 6.1.2. Ensure GIAS is up to date. This will be updated by the Headteacher or Trust Business Manager within 14 days of appointment / end of term of office/ stepping down. The Local Committee will check for alignment with GovernorHub and the school website and compliance with guidelines at each meeting or at any such time that Local Committee members change.
- 6.1.3. Organise a calendar of Local Committee. The Local Committee is responsible for its own calendar of events (eg meeting dates and times) within the agreed dates laid out by the Trust each year.
- 6.1.4. Maintain and publish a register of Local Committee members' interests. The Local Committee is accountable and will ensure their own personal entries are always kept up to date and reported to the LGP either at the beginning of a meeting or if a declaration arises between meetings. The LGP will ensure the latest version of this register is published on the school website within 14 days of any updates or changes.
- 6.1.5. Approve locally owned policies only where specifically delegated. These policies are clearly identified on the Trust Master Policy Delegation spreadsheet. In addition, all other policies are to be noted by the Local Committee as per the Master Policy Schedule. The Local Committee will ensure that any policies are published on the school website by school staff as per DfE guidance.

6.2. Education

- 6.2.1. School performance against the school development plan (SDP) informed by CEo. This is sometimes referred to as a school improvement plan (SIP). The Headteacher is responsible for producing the SDP and a main activity of the Local Committee is to review progress against the SDP regularly. Through visits to school, meeting with leaders, LC members seek assurance on particular areas (such as writing, reading and phonics, mathematics).
- 6.2.2. Monitor performance of vulnerable groups. The Local Committee will monitor educational outcomes for all pupils and pay particular attention to the performance of vulnerable and disadvantaged groups to ensure that it is at least in line with peers. In addition, subject and senior leaders will report to the committee using anonymised data for specific groups of pupils. LC members are expected to ask questions to support and challenge leaders to seek assurance that strategies and interventions are appropriate, effective and have impact.
- 6.2.3. Hold the school(s) to account on how it supports its looked-after and previously looked-after children and young carers and ensures progress is at least in line with peers. No individual children should be identifiable.
- 6.2.4. Local Committee members should contribute to the SEF, which is written and maintained by the Headteacher. Leaders in school should be able to justify and provide evidence for statements made in the SEF.
- 6.2.5. The LC should evaluate the progress and impact of work carried out under the Curriculum Charter.

- 6.2.6. In church schools, seeking assurance and evaluating the impact and effectiveness with the SIAMS framework.
- 6.2.7. Panel hearing to consider exclusion issues. If a pupil disciplinary panel is called, Local Committee members may be required to sit on the panel in their own or in another Trust school. Appropriate training will be provided. Panels are managed by the LGP. To ensure no conflict of interest, staff members and some parent members may not be able to sit on panels (depending on the year group of the child, etc.). A panel may also be required if a child has been suspended for fifteen or more days in a term.

6.3. Safeguarding

- 6.3.1. Appoint a named safeguarding and child protection Local Committee link.
- 6.3.2. Ensure school safeguarding compliance - including adherence to locally owned safeguarding and child protection policy and other related policies such as: behaviour, suspensions and exclusion, anti-bullying etc. Local Committees will receive reports from the Headteacher, the DSL, Surrey CC, the Education team, and other Trust staff. The Local Committee's role is to ensure that the school's safeguarding and child protection policy is up to date, to receive reports and data about safeguarding and to assure the Board that the school is compliant.
- 6.3.3. Ensure each school has appropriately trained designated safeguarding lead (DSL) and deputy designated safeguarding leads (DDSLs). Whilst the Local Committee will have no involvement in appointment or training, they must report to the Trust Board if the school fails to have appropriately trained staff.

6.4. Staffing, employment and performance related pay

- 6.4.1. Involvement in appointment of school leadership posts. The appointment of Headteachers is managed by the central team and a Trustee Director must be involved in the process.
- 6.4.2. For other leadership roles in a school, a Local Committee member should be involved in the process, ideally after having undertaken safer recruitment training.
- 6.4.3. All other school posts eg teachers and support staff are managed by the Headteacher, with no requirement for a Local Committee member to be involved.
- 6.4.4. The CEo will ensure that the appraisal process for all staff has been completed by leaders in the school in line with the trust's policy and procedures. Local Committee members do not get involved in individual appraisal of staff. A sample range of anonymised objectives may be provided to the Local Committee by the Headteacher to evidence that objectives are in line with school development priorities.
- 6.4.5. The Chair of the Local Committee, or a representative from the Local Committee, is invited to be present at the Headteacher's annual objective setting, mid-year review and end of year appraisal meetings to reflect on the progress towards objectives, and on the totality of the Headteacher's performance.

6.5. Finance and financial control

- 6.5.1. Finance and financial control is governed by the Trust Board and managed by the central team. Local Committees have no involvement with financial management or reporting. However, it is important that Local Committee members have an understanding of the school's resources available and will therefore receive the budget and management accounts to note on a termly basis. This supports the

Local Committee in understanding some of the pressures leaders face in school development and will frame the Local Committee's work on the SDP and the SEF.

6.5.2. Monitoring impact of specific grants (eg Pupil Premium/sport premium). Local Committees should review how leaders are spending the pupil premium and PE & sport premium grant using the statutory reports that leaders publish on the school website at the times stated by the Department for Education to ensure public funds are well spent. Local Committees should also evaluate the impact of the expenditure.

6.6. Admissions and school operation

6.6.1. School website. Using the trust's website audit tool, the school's website must be compliant. Local Committee members must not administer or update a school website.

6.6.2. Stage Two complaints will be heard by the Local Committee Chair when the complaint is about the school but not about the Headteacher. Full support will be provided to the Chair by the LGP and the central team.

6.6.3. Stage Three complaints will be heard by a Local Committee panel when the complaint is about the school but not about the Headteacher. Full support will be provided to the panel by the LGP and the central team. Stage Three complaints against the Headteacher will be heard by a panel as described in the Trust's complaints policy.

6.7. Health and safety and estates

6.7.1. Health and Safety policy. The policy is approved by the Trust Board but requires some local additions at school level from school staff. Once this has been completed, the LC check that it is compliant and approve locally.

6.7.2. Health and safety compliance. Through the health & safety Local Committee link, reports are provided to the Local Committee to note and to assure the Board that the school is compliant.

6.8. Risk

6.8.1. Maintenance of school risk register. The Headteacher is responsible for managing the school risk register, reporting it termly to the Trust and this should be reported to the Local Committee as per the annual workplan to give the Board assurance that risk is being managed appropriately.

7. Branding and school uniform

7.1. The Local Committee must agree any changes to the branding of the school and if the Local Committee agrees the change, it must be approved by the Trust Board.

7.2. Any changes to the school uniform, however insignificant they may seem, must be brought to the Local Committee by school leaders. The Local Committee must ensure that school leaders are operating in line with DfE guidance. If the Local Committee agrees the change, it must be approved by the Trust Board

8. Review

These terms of reference shall be reviewed at least once every twelve months by the Head of Governance, typically in the Summer term and by the Local Committee at the first meeting of each academic year.

Appendix F - The Good Shepherd Trust code of conduct for governance

This code sets out the expectations and commitment required from all involved in governance and outlines the guiding principles that underpin governance in the Trust. The Board appoints Trustee Directors to committees. The Local Committee members are appointed by the Trust Board via PARC in accordance with the Articles of Association and are committees of the Trust Board.

All those involved hold a public office and are expected to follow all statutory requirements. In the interests of open governance, full names, terms of office, roles on committees, the body responsible for appointing, attendance at meetings and relevant business and other interests will be published on the relevant school and/or Trust websites, the DfE website under Get Information About Schools (GIAS) and Companies House (as applicable).

All Trustee Directors and Local Committee members have equal responsibilities and an equal voice.

As individuals we agree to the following:

Roles and responsibilities

1. We understand that the purpose of our role is to provide an objective view and not become involved in operational tasks.
2. We accept that we have no legal authority to act individually and therefore we will only speak on behalf of the committee or Trust Board when we have been specifically authorised to do so by the Trust Board.
3. We accept collective responsibility for all decisions made by the committee or Trust Board. We will not speak against majority decisions outside the meeting.
4. We have a duty to act fairly and without prejudice.
5. We will consider carefully how our decisions may affect the trust, community and schools.
6. We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school(s) and trust. Our actions within school and the local community will reflect this.
7. In making or responding to criticism or complaints, we will follow the procedures established by the trust.
8. We will accept and respect the difference in roles between the Trustee Directors, Trust Officers, Local Committee members and staff, ensuring that we always work collectively for the benefit of The Good Shepherd Trust and all children in Trust schools.
9. As Local Committee members and Trustee Directors, we will respect the role of the Senior Leadership Team(s) and their responsibility for the day-to-day management of the organisation and avoid any actions that might undermine such arrangements.
10. We agree to adhere to the Trust's rules and policies and the procedures, as set out in the scheme of delegation, articles of association, funding agreements and the law.
11. When formally speaking or writing in our role we will ensure our comments reflect current organisational policy, even if they might be different from our personal views.
12. We will only communicate using a GST or school email address. Private email addresses will not be used for any Trust business.
13. When communicating in our private capacity, including on social media, we will be mindful of and strive to uphold, the reputation of the school(s) and the trust at all times.
14. We will avoid, as far as possible, becoming involved in any communication which may lead to a conflict of interest with the role of the Local Committee or Trust Director.

Safeguarding

1. At the start of each academic year, or on induction, we will read Part One (or Annex A) and Part Two as a minimum in the latest version of Keeping Children Safe in Education and will record a declaration on GovernorHub. In addition, Trustee Directors are required to read the document in full and to record a declaration on GovernorHub. Compliance with this action will be monitored by the Local Governance Professionals, DSLs and Safeguarding Trustee Director link.
2. We will participate in regular safeguarding training, as appropriate.
3. We will follow all policies and procedures in relation to the safeguarding of children.
4. We will report all (including low-level) concerns to the Designated Safeguarding Lead with immediately and in accordance with policy.
5. We will help identify any weakness in the school or trust's safeguarding systems.
6. We will read and accept the Allegations of abuse against adults policy. This includes the reporting and management of low-level concerns.
7. We will sign a safeguarding self-declaration annually and record via a confirmation on GovernorHub.

Commitment

1. We acknowledge that accepting office involves the commitment of time and energy, beyond meeting attendance.
2. We will each involve ourselves actively in the work of the committee or board and accept our fair share of responsibilities, including service on panels if required.
3. We will make full effort to attend all meetings and where we cannot attend, explain in advance why we are unable to do so.
4. We will get to know our school(s) well and respond to opportunities to involve ourselves in school activities, where appropriate and applicable.
5. We will visit the school(s) with all visits arranged in advance with the Headteacher and undertaken within the framework established by the trust.
6. If visiting a school in a personal capacity i.e. as a parent or carer, we will maintain our underlying responsibility as a Local Committee member or Trustee Director.
7. We will consider seriously our individual and collective needs for induction, training and development and will undertake all relevant training within the appropriate timescales.
8. We will complete a declaration of interests annually and will update this within fourteen days if there are any changes that have been made.
9. We will read the Academy trust handbook annually, taking particular note of the changes.

Relationships

1. We will strive to work as a team in which constructive working relationships are actively promoted.
2. We will express views openly, courteously and respectfully in all our communications with others, both in and outside of meetings.
3. We will support the Chair in their role of ensuring appropriate conduct both at meetings and at all times.
4. We will confront malpractice by speaking up against and bringing to the attention of the Trust and, if necessary, other relevant authorities, any decisions and actions that conflict with the seven principles of public life (see below) or which may place children at risk.

5. We are prepared to answer queries from Trustee Directors, the Trust executive team or others and consider any concerns expressed. We will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
6. We will seek to develop effective working relationships with others in the Trust, staff and parents, the Diocese (as applicable) and other relevant agencies and the community.

Confidentiality

1. We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or children, both inside or outside school both during and after our term of office.
2. We will exercise the greatest prudence at all times when discussions regarding school/Trust business arise outside a Local Committee or Trust Board meetings.
3. We will not reveal the details of any vote.
4. We will ensure all confidential papers (hard copy or electronic) are held securely and where applicable, disposed of appropriately.
5. Emails containing confidential material or having attachments containing confidential material should be treated appropriately as if they were physical documents and devices holding such emails must be secure. Once the emails and attachments are no longer required, they should be removed from personal devices. Where a record of the communications is required then they should be archived to the GST server prior to deletion.

Conflicts of interest

1. 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 Interests and if any such conflicted matter arises in a meeting, we will leave the meeting for the appropriate length of time.
2. We understand that the register of interests will be published on the school/Trust website(s) as applicable.
3. We will declare any conflict of interest at the start of any meeting.
4. We will obtain the written permission of the Chair of the Trust Board before engaging in any transactions related to third parties and prior to speaking to any media in person or online.
5. We will act in the best interests of the Trust as a whole and not as a representative of any group.

Ceasing to be a member of the Local Committee/Board

1. We understand that the requirements relating to confidentiality will continue to apply after a Local Committee member or Trustee Director leaves office.

Breach of this code of conduct

2. If we believe this code has been breached, we will raise this issue with the Chair of the Board/Head of Governance or Local Committee chair and the Local Governance Professional. In the case of a Trustee Director any breach must be reported to the Head of Governance and if substantiated will be reported to Members.
3. The Local Committee Chair and the Local Governance Professional will investigate and if the issue cannot be resolved, they will escalate to the Head of Governance.

4. The Head of Governance will make every attempt to seek to resolve any difficulties or disputes in a constructive manner, explaining that the Trust will only use suspension/removal as a last resort.
5. Should it be the Chair of a Local Committee that we believe has breached this code, the matter must be reported to the Chair of the Trust Board immediately. If we believe that the Chair of the Trust Board has breached this code, the matter must be reported to the CEO immediately.
6. In the absence of any resolution, the individual will be asked to step down or be suspended or removed from office by the body that appointed them.

Removal from office

The Trust Board or Members in the case of Trustee Directors, will, in determining whether to remove a Local Committee member or Trustee Director, consider if:

1. There have been repeated grounds for suspension.
2. Serious misconduct has occurred which either threatens to bring a school, the Trust, or brings governance into disrepute.
3. There has been serious or repeated failure to contribute meaningfully to the effectiveness of governance in the Trust, such as non- attendance at meetings (see appendix G), not engaging in training in a timely manner, not adhering to the requirements of this code of conduct or not preparing for and participating in meetings.
4. They have engaged in conduct aimed at undermining the values of the school/Trust and/or British values.
5. The actions of the Local Committee member or Trustee Director are sufficiently detrimental and compromise the operational efficiency, principles, values or ethos of the school and/or Trust.

Based on **the seven principles of public life**, originally published by the Committee on Standards in Public Life, which was established in October 1994, under the Chairmanship of Lord Nolan, to consider and recommend standards of conduct in various areas of public life.

Selflessness - School and college leaders should act solely in the interest of children and young people.

Integrity - School and college leaders must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Before acting and taking decisions, they must declare and resolve openly any perceived conflict of interest and relationships.

Objectivity - School and college leaders must act and take decisions impartially and fairly, using the best evidence and without discrimination or bias. Leaders should be dispassionate, exercising judgement and analysis for the good of children and young people.

Accountability - School and college leaders are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness - School and college leaders should expect to act and take decisions in an open and transparent manner. Information should not be withheld from scrutiny unless there are clear and lawful reasons for so doing.

Honesty - School and college leaders should be truthful.

Leadership - School and college leaders 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. Leaders include both those who are paid to lead schools and colleges and those who volunteer to govern them.

The Ethical Leadership Commission has developed the following Framework for Ethical Leadership to help school leaders take difficult decisions. The principles are meant to support a culture in which ethical decision making can flourish.

Schools and colleges serve children and young people and help them grow into fulfilled and valued citizens. As role models for the young, how we behave as leaders is as important as what we do. Leaders should show leadership through the following personal characteristics or virtues:

Trust: leaders are trustworthy and reliable

We hold trust on behalf of children and should be beyond reproach. We are honest about our motivations.

Wisdom: leaders use experience, knowledge and insight

We demonstrate moderation and self-awareness. We act calmly and rationally. We serve our schools and colleges with propriety and good sense.

Kindness: leaders demonstrate respect, generosity of spirit, understanding and good temper

We give difficult messages humanely where conflict is unavoidable.

Justice: leaders are fair and work for the good of all children

We seek to enable all young people to lead useful, happy and fulfilling lives.

Service: leaders are conscientious and dutiful

We demonstrate humility and self-control, supporting the structures, conventions and rules which safeguard quality. Our actions protect high-quality education.

Courage: leaders work courageously in the best interests of children and young people

We protect their safety and their right to a broad, effective and creative education. We hold one another to account courageously.

Optimism: leaders are positive and encouraging

Despite difficulties and pressures, we are developing excellent education to change the world for the better.

Appendix G - Disqualification and removal of members of Local Committees/Trustee Directors

A person shall be ineligible for appointment and, if already appointed, shall immediately cease to be a member if the relevant individual:

1. is or becomes disqualified from holding office under the Trust's Articles of Association.
2. is or becomes disqualified from holding office as a governor of an educational establishment.
3. is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people.
4. is barred from any regulated activity relating to children.
5. is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced.
6. is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974).
7. has been fined for causing a nuisance or disturbance on school/school premises during the five years prior to or since appointment or election as a local committee member.
8. refuses to an application being made to the Disclosure and Barring Services (DBS) for criminal records check and Section 128 check.
9. commits a serious breach of the Trust's code of conduct, policies, confidentiality or any standing order or protocol implemented by the Board, as determined by the trust.
10. is absent without the permission of the Local Committee or the Trust Board from all their meetings held within a period of six months.
11. resigns his/her office by notice in writing to the relevant Chair.
12. in the case of a Headteacher, they cease to be the Headteacher.
13. their term of office expires and they are not re-appointed.
14. an elected staff Local Committee member leaving the school where they are employed will cease to be a Local Committee member on the date of end of their employment.

The appointing body (Members or Trust Board) shall have the right at their sole discretion to remove or suspend on such terms as they see fit any Trustee Director / Local Committee member by written notice to the member and the relevant Chair and Local Governance Professional.

The suspension from employment duties of any Local Committee member who is an employee of the Trust shall have the effect of suspending their membership of the Local Committee.

Any Local Committee member who is subject to a banning order issued by a Headteacher shall be deemed to be suspended from the Local Committee for the duration of the ban.

Any Trustee Director or Local Committee member who fails to undertake annual safeguarding training within an agreed timeframe will be removed.

The CEO may suspend a Local Committee member, after consulting the Chair of the Trust Board, where it is necessary to undertake an investigation into any alleged breach of the code of conduct, Trust policy or confidentiality.

Appendix H – The role of the Local Governance Professional

The Local Governance Professional:

1. is accountable to the Trust Board via the Head of Governance, working closely with the Chair of the Local Committee and the Headteacher, on identified tasks.
2. must observe confidentiality and work within all Trust policies, the code of conduct, scheme of delegation and Local Committee terms of reference, at all times.
3. will provide advice to the Local Committee on constitutional and procedural matters, in accordance with the terms of reference, scheme of delegation and all Trust policies.
4. will ensure all appropriate follow up action has been taken, where required.

Meetings

The Local Governance Professional to the Local Committee will:

5. work with the Local Committee Chair and Headteacher before the Local Committee meeting to prepare a focused agenda, aligned to the Local Committee annual work plan, scheme of delegation and the school's development/improvement plan.
6. liaise with those preparing papers to make sure they are available in GovernorHub, seven days prior to any meeting.
7. produce, collate and distribute the agenda and papers via GovernorHub
8. record Local Committee members' attendance at meetings and ensure that this information is published on the school's or Trust website annually before the start of the new academic year.
9. help the Chair in keeping to time and agenda.
10. advise the Local Committee on governance legislation (as applicable within the terms of reference and scheme of delegation) and procedural matters where necessary before, during and after the meeting and act as the first point of contact on all procedural matters.
11. draft minutes of Local Committee meetings, including indicating who is responsible for any agreed action and send to the chair and headteacher for checking before distribution via GovernorHub.
12. copy and circulate the approved draft minutes to all local committee members via GovernorHub within ten days of the meeting.
13. liaise with the Chair and Headteacher prior to the next meeting and inform them of progress on action points.
14. set up the meeting dates for the academic year in the calendar in GovernorHub.
15. maintain an electric record of signed minutes for reference in GovernorHub.
16. follow-up any agreed action points.

Membership

The Local Governance Professional will:

17. maintain up to date records of the Local Committee members in GovernorHub, in accordance with all direction from the Head of Governance and any relevant Trust policy and ensure that this information is exported to the school website at least annually or whenever there is a change. Any changes must be recorded and reported within fourteen days of the change.
18. work with the Headteacher to hold parent and staff Local Committee member elections as required using the Trust's templates and process.

19. work with the Head of Governance to ensure that all proposed new Local Committee members apply for their roles through MyNewTerm to ensure all information is provided and all the necessary checks completed prior to appointment by PARC.
20. ensure that new Local Committee members have access to appropriate documents and induction materials, including access to GovernorHub, the Every training platform and any other appropriate materials.
21. maintain Local Committee meeting attendance records and advise the chair and Head of Governance of any potential disqualification through lack of attendance, in accordance with the terms of reference and code of conduct.
22. advise Local Committee members and the Head of Governance of the expiry of the term of office of a Local Committee member, before term expires, so elections, recommended re-appointments, new appointments or resignations can be organised in a timely manner
23. ensure that GIAS is updated within fourteen days of any Local Committee membership changes.
24. ensure that GIAS is checked and updated at least every ninety days, regardless of changes.
25. ensure that regularly, and at the beginning of the academic or whenever there is a change, the Local Committee register of interests is updated and published on the school and/or Trust website. At each meeting, ensure that Local Committee members declare whether or not any of their interests have changed and take the appropriate action.
26. ensure an annual skills audit is completed by every member of the Local Committee and a review of the impact of local governance takes place, using trust documentation and in accordance with the trust workplan.
27. ensure that a record of all training undertaken by members of the Local Committee is maintained. The record may be maintained on GovernorHub as well as Every.

Advice and information

The Local Governance Professional will:

28. advise the Local Committee on procedural issues, in accordance with the terms of reference, scheme of delegation, code of conduct and trust policies and procedures.
29. have access to appropriate legal advice, support and guidance from the trust central team.
30. ensure that all statutory policies, as provided by the trust, are available to the Local Committee.
31. maintain records of any Local Committee correspondence.
32. distribute information as required and/or obtained from the Trust Central Team.
33. Maintain a copy of minutes and agendas in Governor Hub, available for printing at any time.

Professional development

The Local Governance Professional will:

34. undertake appropriate and regular training to maintain their knowledge base.
35. attend briefings and participate in professional development opportunities as organised by the Head of Governance and other members of the trust central team.
36. Be expected to obtain an Enhanced DBS clearance, complete an annual safeguarding self-declaration, declaration of interests and undertake annual training, through Every or face-to-face training, if preferred.
37. keep up to date with current educational developments and legislation affecting academy governance, at a local level.

Appendix I – The role of a Local Committee member

Local Committee members provide assurance to the Trustee Directors that every child in our schools is learning, achieving and flourishing in a safe environment, every day. This is achieved through understanding the school's performance, interrogating data and ensuring that the views of staff, parents and children are sought. Local Committee members also seek assurance that the school is demonstrating compliance.

Knowledge and skills:

The role of a Local Committee member is a thinking and questioning role. Local Committee members must not become involved with the operational issues of daily school management. Local Committees are required to oversee the school's long-term development in conjunction with the trust. The trust seeks volunteers with a range of skills and backgrounds. Training and support are available for new and existing Local Committee members and is free of charge.

Parent elected Local Committee members are representatives from the parent community rather than being representatives of parents and must not promote their own child or a specific cause. They must follow the appropriate rules of the code of conduct, Trust protocol and policies and respect the confidentiality of the business of the school in the same way that all Local Committee members are required to.

To fulfil the role effectively, all Local Committee members:

- attend training sessions for Local Committee members and access other relevant training.
- should agree with the Headteacher how decisions can be shared with the school community and never communicate as an individual
- should be aware of the sensitivity of Local Committee meeting discussions.
- must remember that they are a representative of The Good Shepherd Trust at all times
- should not participate in discussions where they have a personal interest in the outcome.
- should not raise specific issues about their own child or other parents' children.
- should follow the agreed procedure for putting items on the agenda.
- do not have a mandate to express any views other than their own. However, Local Committee members should report in good faith any widely held parental/community views.
- must not report who said what at any meeting.

All Local Committee members should always refer any parent who approaches them with individual concerns to the class teacher or Headteacher, in line with Trust policy. Local Committee members should never give advice or an opinion, in their role as a Local Committee member representing The Good Shepherd Trust. It is good to remember:

- abide by the agreed protocol regarding agenda items.
- keep yourself aware of parental/ staff/community views and concerns.
- play an active part in all meetings
- never press your own personal agenda or that of a/another parent/staff member.
- never promise to solve a problem on your own.

- be wary of bringing an individual issue to meetings without following the agreed procedures.

Time commitment:

The average time commitment is ten to fifteen hours per term. This includes meetings, background reading and school visits.

Under Section 50 of the Employment Rights Act 1996, if an individual is employed, then they are entitled to 'reasonable time off' to undertake public duties; this includes school governance. 'Reasonable time off' is not defined in law, and an individual will need to negotiate with their employer how much time they will be allowed. The time off granted by an employer may not be paid.

Term of appointment:

A term of office for a Local Committee member is four years and a Local Committee member may serve two terms (eight years) if eligible for reappointment. Parents/staff must be re-elected to be eligible for a second term of office. In exceptional circumstances, and where it is in the best interests of the Trust, a Local Committee member may serve a further period up to four years if agreed by Trustee Directors. If any Local Committee member has served two or more terms in the predecessor school, they may only serve one term on a Local Committee. As a volunteer, Local Committee members can resign at any time.

Expenses:

Local Committee members may claim for necessary out of pocket expenses such as travel costs incurred as a result of fulfilling their role as a member of the Local Committee. These do not include travel between their home and the site of routine Local Committee meetings, (usually the school). Payments do not cover loss of earnings and will be made in accordance with the Trust's Expenses policy.

Safeguarding:

The Good Shepherd Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Members of Local Committees are expected to obtain an enhanced DBS clearance, a Section 128 check and complete a safeguarding self-declaration on an annual basis.

All Local Committee members must complete induction, safeguarding, cyber security and Prevent training upon appointment. Safeguarding training must be updated annually. Prevent training must be updated every two years. Local Committee members may be required to provide evidence of overseas and right to work checks, etc. as applicable. Those who are teachers or who have trained or worked as teachers will also require prohibition checks.

In order to perform this role well, a Local Committee member is expected to:

- get to know the school, including by visiting the school during school hours, and gain a good understanding of the school's strengths and areas for development.
- attend induction training and regular relevant training and development events.
- attend meetings and read all the papers before the meeting.
- attend school events eg assemblies, plays, sports days
- act in the best interest of all the children of the school; and

- behave in a professional manner, as set down in the code of conduct, including acting in strict confidence.

A Local Committee member does not:

- Write school policies.
- Undertake audits of any sort – whether financial or health & safety - even if the Local Committee member has the relevant professional experience.
- Spend large amounts of time with the children in the school.
- Fundraise – this is the role of the PTA. The Local Committees may consider income streams and the potential for income generation, but not carry out fundraising tasks.
- Undertake classroom observations to make judgements on the quality of teaching – the Local Committee monitors the quality of teaching in the school through requesting data and analysis from senior staff, the Trust central school improvement team and external sources.
- Do the job of the school staff – if there is not enough capacity within the paid staff team to carry out the necessary tasks, the local committee need to consider and rectify this.

Please refer to the Scheme of Delegation on the GST website for a full list of the areas for which the local committee is responsible.

Role of the safeguarding and child protection link

- Be the link on the Local Committee who understands safeguarding requirements and ensures that the culture of safeguarding is promoted.
- Ensure audits are submitted on time and presented to the Local Committee.
- Agree an action plan in response to issues/ gaps in safeguarding audits.
- Monitor safeguarding action plans at local committee meetings through the LC safeguarding link meetings with the DSL
- Report completed actions to the safeguarding link Trustee Director.
- Attend online Local Committee safeguarding link meetings
- Support the work of the designated safeguarding lead in ensuring the school has a consistently effective safeguarding culture.
- Seek assurance that safeguarding is a top priority by meeting with the designated safeguarding lead and any other relevant staff at least termly. Ensure that the DSL has sufficient time and resource to undertake their role.
- Report back to Local Committee meetings to facilitate the scrutiny and impact of safeguarding and ensure compliance with statutory duties. Ensure that safeguarding notes of visits are received by the Local Committee and the safeguarding action plan is reviewed termly.
- Ensure that safeguarding deficiencies are brought to the Local Committee for decision and action.
- Seek assurance that that the localised Trust Safeguarding and child protection policy is being followed in practice.
- In liaison with the DSL, ensure that the training programme for staff, Local Committee members and volunteers, reflects the needs of the school and statutory regulations.
- Ensure that Local Committee member's safeguarding and Prevent training is up to date.
- Ensure that the Trust and statutory s157/175 audits are submitted by the DSL on time and shared with the Local Committee.

- Ensure the DSL updates Local Committee members with the safeguarding risks to children in the school.
- Ensure that the Local Committee review the effectiveness of the web filtering and monitoring arrangements on a termly basis and the effectiveness of the online safety curriculum and risk assessment on an annual basis.
- Ensure that effective safer recruitment and induction processes are in place and sufficient staff are safer recruitment trained.
- Ensure that all Local Committee members are clear on the process for managing low-level concerns and allegations against adults, in line with trust policy.
- Ensure that the single central record (SCR) is checked monthly by the Headteacher.
- Ensure that safeguarding data is shared with and analysed by the Local Committee on a termly basis to identify trends and areas for action.

The safeguarding Local Committee link should not have access to any child, staff or parent/carer information and must not attend any safeguarding meetings with parents. The role is to check and be assured that systems are in place and are compliant. Further guidance can be provided by the Trust Inclusion Lead.

Role of the SEND and vulnerable pupils Local Committee link

The SEND and vulnerable pupils Local Committee member link works with the Special Educational Needs and Disabilities Co-ordinator (SENDCo) to report on the steps being taken to ensure compliance and seek assurance that children are receiving support that allows them to flourish. The role also includes ensuring that there is appropriate challenge to leaders so that SEND remains a focal point of the school's agenda and that the school has consistently high aspirations for all pupils with SEND. This role includes ensuring provision for other vulnerable groups of children (eg those eligible for the pupil premium or those with poor attendance), or the role may be split between Local Committee members.

- Meet termly with the SENDCo and or senior leaders to review the effectiveness of SEND provision including staff and other resourcing.
- Provide regular reports to the local committee.
- Ensure that the voice of children and parents is heard and acted upon. This may be by asking leaders in the school to undertake surveys or talk to children and finding out how the school builds relationships with the families of children with SEND
- Find out about staff expertise and training. The SENDCo must by law be a qualified teacher and hold or be working towards the National Award in Special Educational Needs Coordination within three years of appointment.
- Gain an understanding of how the SEND notional budget is planned for and what impact it has on the progress and attainment of children.
- Look at the SEND action plan and how this reflects the school vision and works in conjunction with the school development plan.
- Maintain an awareness of the profile of children with SEND, including those Education, health and care plans (EHCPs). Only anonymised information must be shared to maintain children's confidentiality and comply with data protection regulations.
- Ensure understanding of how the school identifies children with SEND. How does the school identify children either joining the school or pupils already at the school who have SEND?

- Be familiar with the school's SEND policy and other associated policies that support the SEND policy, e.g. Behaviour policy, Admissions policy, Equality, Diversity and Inclusion policy and plan, Equalities action plan, SEND information report and Safeguarding and child protection policy.
- Seek assurance that policies, plans and procedures for SEND are fully implemented and discuss with the SENDCo the outcomes of the school's monitoring and evaluation of the provision and effectiveness made for children with SEND.
- Ensure the school revises and updates the school's SEND information report annually and is agreed by the Local Committee to reflect the changing nature of SEND cohorts and government advice. Ensure that this report is made available on the school website.
- Check the school has updated its accessibility plan in line with DfE regulations detailing how the school will improve access to the physical environment and increase access to the curriculum for children with SEND. Ensure this is made available on the school website.
- Explore the effectiveness of methods of communication with parents of children with SEND and those external agencies that could offer advice, support and guidance.
- Ensure parents /carers of children with SEND know how to make a complaint.
- Report back regularly to Local Committee meetings.

Role of the health and safety local committee link

- Seek assurance of the school's compliance with The Health and Safety at Work etc. Act 1974 and all subsequent legislation empowered by it.
- Seek assurance that effective action is taken, so far as is reasonably practical, to ensure the health, safety and welfare of all the school staff, employees, children, visitors, volunteers, contractors and any other person.
- Seek assurance that adequate resources for Health & Safety are made available so as to provide premises and a working environment that are safe, healthy and without significant risk.
- Seek assurance that adequate welfare facilities are provided for all staff, children and visitors.
- Ensure strategic direction / guidance and work in close partnership with the Headteacher and Senior Leadership Team of the school and other staff of the Trust to support and promote good health & safety management.
- seek assurance that there is the provision of adequate training, information, instruction, induction and supervision to enable everyone on the school to be safe.
- Seek assurance that all new staff, including all existing staff in schools joining the Trust, complete appropriate and relevant Health & Safety training as part of an induction programme.
- Maintain an interest in all health & safety matters affecting the school.
- Monitor health & safety issues including the effectiveness of the trust Health & Safety policy within the context of the school through termly written reports from the Headteacher.

Role of the Christian character local committee member link

(Only for GST schools that were Voluntary Aided or Voluntary Controlled Church of England schools).

- Seek assurance that all new staff and Local Committee members complete appropriate and relevant SIAMS training as part of an induction programme.
- Ensure that the Local Committee is fully involved with the crafting of the school's Christian vision.

- Promote SIAMS related matters.
- Monitor and receive regular updates on this area from relevant school staff through termly written reports from the headteacher.
- Along with all Local Committee members, be occasional visitors in the school's acts of collective worship.
- If the school has a team of staff who form a SIAMS related group, the Christian character link should attend.
- Attend any relevant training and be involved in the process of SIAMS Interim Assessment.
- Be familiar with the SIAMS self-assessment template available from the CofE SIAMS website.
- In collaboration with the Local Committee Chair, be involved in the process of completing the self-evaluation.

Role of the Attendance local committee member link

- Seek assurance from Headteacher and SLT that improving school attendance is a strategic priority for the school and that the school maintains high attendance aspirations for all pupils.
- Ensure that the Trust Attendance policy has been localised and is fully implemented and being adhered to.
- Monitor and receive regular updates on the school's progress through anonymised data.
- Ensure the Headteacher and SLT provide specific progress updates on persistently and severely absent pupils, adapting the support provided to pupils' individual needs.
- Make sure your school has effective attendance management processes, and that these provide consistent support for the pupils that need it by prioritising staff and resources
- Continually evaluate how effective your school's processes and improvement efforts are, so you can make sure they're meeting pupils' needs as barriers to attendance develop

Activities for Local Committee members when visiting school

To seek assurance of effective action:

- Meet with the Subject Leader to understand the approach to learning and what should be seen in classrooms. Visit classrooms with the subject leader. Look at books and talk to children. Did you see what was expected? Are resources supporting learning? What are adults in the classroom doing? What are children doing? Check your perceptions with the Subject Leader.
- Speak to the Subject Leader to ask what action has been taken in relation to their current action plan. Have any notes of visit from the central team influenced such plans?
- What training have staff had and how is the impact being measured?
- For reading, observe children being heard read and talk to the staff with the children. Ask how the books they have help them make progress?

Appendix J - Glossary

Please find below a selection of terms used. A much more comprehensive list of acronyms is available in GovernorHub.

ATH	Academy trust handbook
CEO	Chief Executive Officer
CEdO	Chief Education Officer
CFOO	Chief Financial and Operating Officer
CPOMS	Child Protection Online Management System
DBE	Diocesan Board of Education
DfE	Department for Education
DDSL	Deputy Designated Safeguarding Lead
DSL	Designated Safeguarding Lead
ECF	Early career framework
ECT	Early Career Teacher
EHCP	Education, Health Care Plan
ESFA	Education & Skills Funding Agency
EYFS	Early Years Foundation Stage
GIAS	Get Information about Schools
GST	The Good Shepherd Trust
HMI	His Majesty's Inspector
HMRC	Her Majesty's Revenue & Customs
IAB	Interim Academy Board
LA	Local Authority
LADO	Local Authority Designated Officer
LGP	Local Governance Professional
LSCP	Local Safeguarding Children Partnership
MAT	Multi Academy Trust
NGA	National Governance Association
Ofsted	Office for Standards in Education, Children's Services and Skills
PAN	Pupil Admission Number
PARC	People, Appointments and Remuneration Committee
PE	Physical Education
PTA	Parent-teacher association (a generic term, schools with a PTA may use a different name)
RE	Religious Education
RIDDOR	The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SEdO	Senior Education Officer
SEF	Self-Evaluation Form
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SENDCo	Special Educational Needs and Disabilities co-ordinator (sometimes SENCo)
SDP	School Development Plan
SIAMS	Statutory inspection of Anglican and Methodist schools
SIP	School Improvement Plan
SoD	Scheme of delegation
SSCP	Surrey safeguarding children partnership
ToR	Terms of reference