



The Good Shepherd Trust Governance Handbook v3.0 December 2023

Introduction

Welcome to governance in The Good Shepherd Trust.

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

- Members
- Trustee Directors
- Local Committee members
- 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 2023.

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 valued.

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

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 18th January 2013.

The Articles of Association govern the academy 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 K](#).

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Our trust's 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.

“How much better to get wisdom than gold! To get understanding is to be chosen rather than silver.” Proverbs 16:16

- Having a highly connected, growing and flourishing GST community where everyone is known, diversity is valued and where highly effective, responsive services are shared.

“That there may be no division in the body, but that the members may have the same care for one another. If one member suffers, all suffer together; if one member is honoured, all rejoice together. Now you are the body of Christ and individually members of it.” 1 Corinthians 12:25-27

- Serving our community by developing an enriching and exciting social, emotional, spiritual and cultural educational provision; driving high quality learning for all.

“Let nothing be done through selfish ambition or conceit, but in lowliness of mind let each esteem others better than himself. Let each of you look out not only for his own interests, but also for the interests of others.” Philippians 2:3-4

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

Our governance structure

Members

Our trust structure has a minimum of three members and no maximum. Members are the Diocesan Corporate Member, two people appointed by the Diocesan Corporate Member, the chair of the trustee directors (see below), and any further members appointed by the members.

Trustee directors* (the Trust Board)

The number of trustee directors must not be less than three but 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**

* We call our directors ‘trustee directors’ as they are both trustees and directors.

** We call our local governing bodies ‘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 ([appendices](#)) 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 governors may continue as members, that are very much community focused and are there to use their skills to support the headteacher. The local committee membership consists of two parents, five general members and two staff members, one of which is the headteacher. A local committee may be appointed for more than one school, when 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.

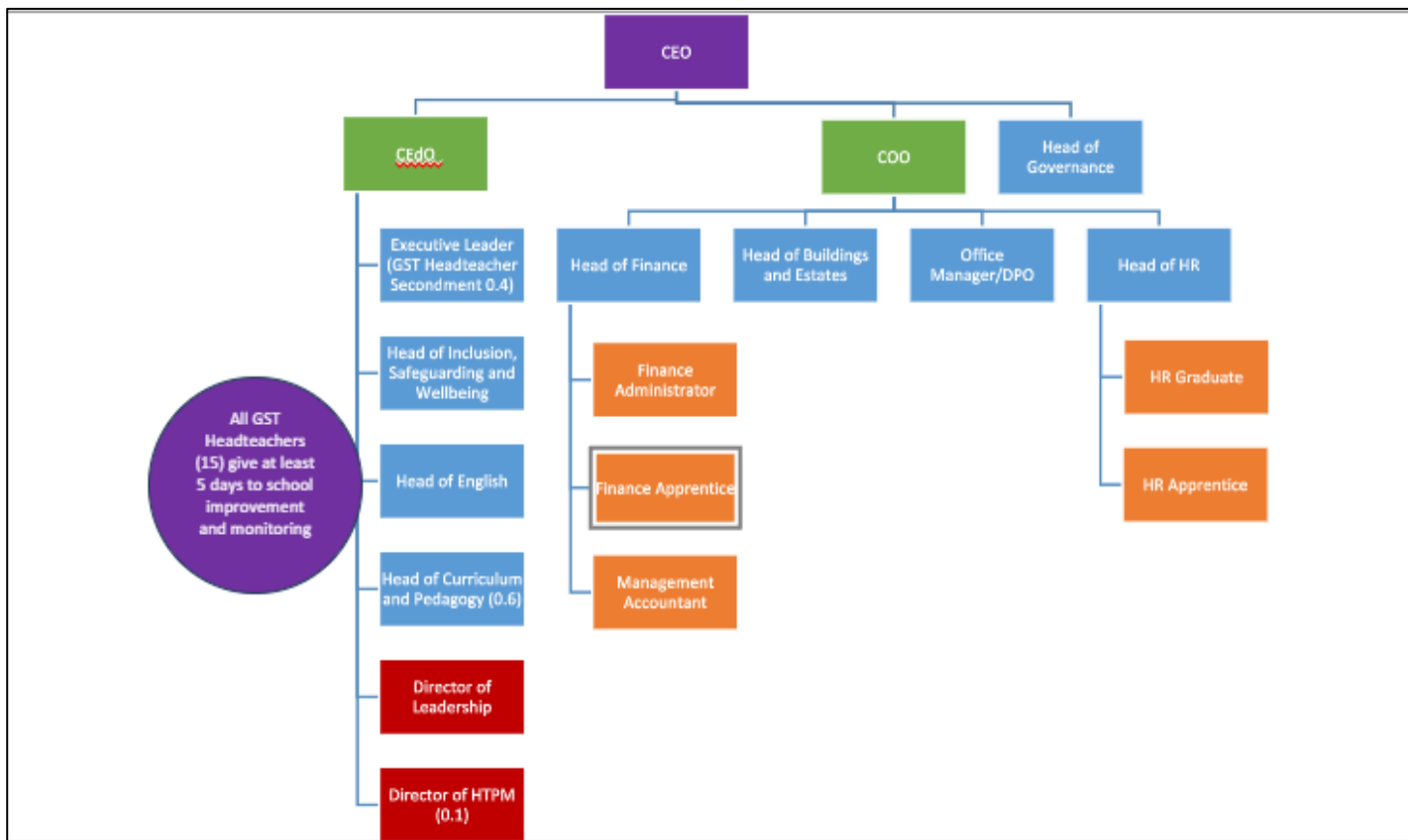
The role of members

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 latest 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 a useful document "*Academy trusts: the role of members*" available [here](#).

Trust central team



It is important to note that members of the central team play a significant role in governance. Whilst the trust board is the body accountable for governance in the trust, it is the central team, including the CEO, that holds much of the responsibility.

Our committees

A brief summary of each committee is:

Education committee

The Education committee is responsible for:

- Curriculum, including religious education (RE)
- Vulnerable /disadvantaged groups including special educational needs and disabilities (SEND).
- Pupil development and Christian character (in Church schools).
- Pupil attainment and progress, including for vulnerable pupils.
- Teaching and learning.
- School leadership and management.
- Safeguarding
- Behaviour.
- Inspection (Ofsted and SIAMS).
- School improvement.
- 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.
- Purchasing and procurement.
- Insurance.
- Property and facilities.

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.
- Health and safety.
- Risk management.

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.
- Recommend any revisions to the Trust's pay policy to the Board.
- Appoint Local Committee members.

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).

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

Scheme of Delegation

This scheme of delegation sets out The Good Shepherd Trust's delegation of tasks to its committees. Each committee of the trust board has specific terms of reference which are determined by the trust board and reviewed annually.

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

Areas below that relate to local committees have been extracted and presented together in [Appendix E section 5](#) for ease.

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

Key:

Accountable - primarily responsible and sets criteria	
Responsible - undertakes delegated task and holds others to account	

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Governance										
Approve trust's articles of association	A									
Appoint trustee directors	A									
Remove trustee directors	A									
Appoint co-opted trustee directors		A								
Remove co-opted trustee directors		A								
Review effectiveness of the Board in line with charitable objects	A									
Approve Annual Report and Accounts		A								
Receive Annual Report and Accounts	A									
Appoint external auditors	A									
Approve trust's terms of reference		A								
Approve trust's scheme of delegation		A								
Approve new academies joining the trust		A								
Establish trust committees		A								
Approve trust committees' terms of reference		A								
Appoint chair of trust board		A								
Appoint CEO/COO		A								
Appoint and remove chair of all committees		A								
Appoint and remove vice-chair of local committee							A			
Appoint and remove members of local committees		A								
Suspend local committee and replace with appropriate body		A								
Appoint and remove chairs of trust committees		A								
Appoint and remove members of trust committees		A								
Due diligence on local committee member appointment									A	
Appoint and remove Company Secretary		A								
Appoint and remove Governance Professional to the Trust Board		A								
Appoint and remove Clerk to local committee									A	
Ensure trust website is up to date and compliant		A								
Ensure GIAS is up to date		A								
Organise calendar of the trust board		A								
Organise calendar of local committee							A			
Maintain and publish a register of Trustee Directors' interests on the trust website		A								
Maintain and publish a register of local committee members' interests							A			
Approve trust-wide policies		A								
Approve locally owned policies only where specifically delegated							A			
To approve all school policies not specifically delegated to another body										A

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Education										
Set trust performance targets		A								
Set school performance targets									A	
School performance			A							
School performance against SDP (informed by DoE)							A			
Monitor performance of vulnerable groups							A			
Hold school to account on how it supports its looked-after and previously looked-after children and their level of progress							A			
Headteacher performance management								A		
Self-evaluation form							A			
School curriculum										A
Approach to teaching and learning										A
In church schools, seeking assurance and evaluating the impact and effectiveness with the SIAMS framework							A			
Ensure adherence to statutory guidance for those with legal responsibilities in relation to exclusions		A								
Fixed term exclusion										A
Permanent exclusion										A
Panel hearing to consider exclusion issues (which could be from another school)							A			
Appeals against permanent exclusions		A								
Education policies for a school (not listed as trust policies)										A

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Safeguarding										
Appoint a named trustee director who takes responsibility for child protection/safeguarding		A								
Appoint a named safeguarding link member on each local committee							A			
Ensure a centrally appointed and appropriately trained designated safeguarding lead (DSL)								A		
Ensure safeguarding and child protection policies are in place in line with statutory guidance		A								
Ensure school safeguarding compliance - including adherence to locally owned safeguarding and child protection policy and other related policies such as: behaviour, lock down procedures, etc.							A			
Ensure school safeguarding audits are completed annually for the Trust and as required by the local safeguarding children partnership (LSCP)									A	
Completion of all statutory safer recruitment checks, including the completion and maintenance of school single central register										A
Completion of all statutory safer recruitment checks in the MAT, including the completion and maintenance of MAT single central register								A		
Ensure central team safeguarding compliance (including members/trustees)									A	
Ensure each school has appropriately trained designated safeguarding lead (DSL) and deputy DSL(s)							A			
Ensure all school staff and volunteers receive effective statutory safeguarding training										A
Ensure all central team staff and those in governance receive effective statutory safeguarding training									A	
Ensure that child protection records are well organised and held/ shared securely										A
Ensure allegations made against central staff, members and trustee directors (excluding the CEO) are dealt with in accordance with procedure for dealing with allegations against adults								A		
Ensure allegations made against school staff (excluding the head teacher) and volunteers are dealt with in accordance with procedure for dealing with allegations against adults										A
Ensure allegations made against a head teacher or the CEO are reported to the trust chair in accordance with procedure for dealing with allegations against adults		A								
To comply with the law at all times, including making referrals to the DBS and TRA as required, for allegations made against adults		A								
Escalate safeguarding concerns regarding insufficient LA action taken to regional director of education with responsibility for safeguarding										A

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Staffing and Employment										
Trust pay policy		A								
Teachers' annual pay award		A								
Support staff annual pay award		A								
Approval of annual staffing structure						A				
Determination of appropriate salary ranges for executive posts (CEO and trust officers)						A				
Determination of appropriate salary ranges for all non-executive central posts						A				
Determination of appropriate salary ranges for head teachers						A				
Determination of appropriate salary ranges for all other school based leadership posts									A	
Determination of appropriate salary ranges for all non-leadership school based posts									A	
Approval of executive (CEO and trust officers) performance related pay awards		A								
Approval of head teacher pay awards						A				
Approval of all other school-based staff performance related pay awards									A	
Ensuring compliance with appraisal process									A	
Changes to principle terms and conditions of employment or collective agreements		A								
Adoption of transferring policies and collective agreements		A								
Approval of trust-wide HR policies other than where this is specifically delegated to another body		A								
Appointment of executive posts: CEO and trust officers		A								
Appointment of non-executive central posts								A		
Appointment of head teacher posts (a trustee director must be present)		A								
Appointment of school leadership posts (a local committee member should be involved)										A
Appointment of all other school posts										A
Suspension of CEO		A								
Disciplinary action, up to and including dismissal, of CEO		A								
Appeal against disciplinary action, up to and including dismissal, of CEO		A								
Suspension of trust officers								A		
Disciplinary action, up to and including dismissal, of trust officers		A								
Appeal against disciplinary action, up to and including dismissal, of trust officers		A								
Suspension of head teachers								A		
Reinstate head teachers		A								
Disciplinary action, up to and including dismissal, of head teachers		A								
Appeal against disciplinary action, up to and including dismissal, of head teachers		A								
Suspension of school staff										A
Disciplinary action, up to and including dismissal, of school staff										A
Appeal against disciplinary action, up to and including dismissal, of school staff		A								
All other management action in relation to the employment of the CEO		A								
All other management action in relation to the employment of the trust officers								A		
All other management action in relation to the employment of the non-executive central staff									A	
All other management action in relation to the employment of head teachers									A	
All other management action in relation to the employment of school-based staff										A

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Finance and Financial Control										
Appointment of Accounting Officer		A								
Trust & school financial policies & procedures		A								
Authorising the establishment of bank accounts and approving bank mandates		A								
Trust 3 year budget plan				A						
Trust 1 year budget				A						
Trust consolidated financial statements		A								
Response to auditor's management letter								A		
School 3 year budget plan				A						
School 1 year budget				A						
Compensation payments up to £50,000 (ATH Limit)								A		
Compensation payments over £50,000 - Secretary of State permission required		A								
Monitoring impact of specific grants (eg pupil premium/sport)		A								

Please also see the trust's finance policy for expenditure limits, etc.

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Admissions and School Operations										
To undertake at a local level consultation, publish admissions and determine arrangements as required in accordance with the Schools Admissions and Appeals codes		A								
To make arrangements at a local level for determining admissions and hearing admission appeals									A	
Expansion or reduction of school published admission number (PAN)		A								
Change of age range - ESFA approval required		A								
Extension of school provision to include Nursery age children - ESFA approval required		A								
School times, terms and holidays		A								
School INSET days		A								
School prospectus							A			
School website							A			
Trust & school branding		A								
School uniform		A								
Complaints policy - Trust wide		A								
Hearing complaints - Stage One heard by head teacher										A
Hearing complaints - Stage Two heard by local committee chair							A			
Hearing complaints – Stage Three heard by local committee panel							A			

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
GDPR Compliance										
To adopt data protection policies and procedures to cover the requirement to notify individuals as to how information is to be used, retained and stored		A								
To ensure registration with the Information Commissioners Office is up to date		A								
To ensure and support compliance with all data protection policies and procedures across the trust					A					
To ensure the effective implementation of data protection policies and procedures at a local level		A								
To maintain accurate and secure pupil records		A								
To maintain accurate and secure school staff and volunteer records		A								
To maintain accurate and secure central team staff and governance records		A								

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Health & Safety and Estates										
Trust capital strategy		A								
Health and safety policy					A					
Health and safety compliance					A					
Short term lease arrangements (exclusive use not sessional lettings)		A								
Leases to third parties of 7 years or more - ESFA Approval required		A								

	Members	Trustee Directors	Education Committee	Resources Committee	Risk & Audit Committee	PARC	Local Committee	CEO	Central Team	Headteacher
Risk										
Trust Risk Management Statement					A					
Pre conversion due diligence		A								
Maintenance of trust risk register					A					
Maintenance of school risk register							A			

Local committee work plan

The current annual work plan is available [here](#).

Local committee members will wish to 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

We have three types of policies (or procedures) in our trust:

1. Policies from the trust board that apply everywhere.
2. Policy (or procedure) templates from the trust that require some local changes at school level.
3. Policies that are the responsibility of schools.

For each of those, they may be:

- Statutory or non-statutory.
- Required by the trust.
- Delegated to a committee or an individual.

A full list of required policies, which is a a live document and details on policy management are stored on the trust's SharePoint site. You are encouraged to review this document along with the policy calendar. All trust policies are managed by individuals within the central team and either approved by a manager within the central team, or by the trust board (depending on the level of delegation). From September 2023, all policies will be managed on a calendar basis to align all expiry dates across the trust. The current trust policies, as of September 2023, are:-

Policy Type 1: Trust policies that apply to the Trust and all the schools:

Data Protection	Flexible Working
Capability	Gifts and Hospitality
Code of Conduct (staff behaviour)	Health & Safety Management Plan
Grievance Policy and Procedure	Infection Control
Allegations of Abuse Against Adults	LGPS Employer's Discretions
Pay	Menopause at work
Children with health needs who cannot attend school	Password Policy
Equality information and objectives (public sector equality duty) statement for publication	Probation
Access Control	Recruitment of ex-offenders (policy statement)
Anti Harassment and Bullying	Redundancy
Anti Stress	Reserves
Anti-slavery and human trafficking statement	RHSE Statement of Intent
Appraisal Policy (Teachers & Support Staff)	Safer Recruitment
Change Management	Safer working practice statement
Disciplinary Procedure (staff)	Single Central Record (Guidance)
Electronic Information and Communication Systems (Staff)	Sickness Absence
Equal Opportunities and Diversity	Supervision
Expenses & allowances (staff)	Time Off Guidelines
Family Leave	Wellbeing
Finance	Whistleblowing Policy

Policy Type 2: Trust Template Policy or procedure that requires local adaptation

Admission arrangements
Complaints Procedure
Early Career Teachers (ECTs)
Child Protection and Safeguarding (for Surrey schools only)
Child Protection (for Hampshire schools only)
Safeguarding (for Hampshire schools only)
Supporting pupils with medical conditions
Health & Safety
CCTV Policy
Mobile Devices
Tackling Radicalisation and Extremism
Visitors Policy and Visiting Speakers Agreement
Lettings

Policy Type 3: Policies that are the responsibility of schools:

Policy	Max cycle yrs	Approval
Accessibility plan	3	Local committee
Anti-bullying (if not in behaviour policy)	1	Headteacher
Attendance	2	Headteacher
Behaviour and exclusion	1	Local committee
Behaviour principles written statement	1	Board
Charging and remissions	1	Headteacher
Early years foundation stage (EYFS) (where applicable) – and could be in another policy	Undefined	Headteacher
First aid in schools	1	
Intimate care and toileting	3	Headteacher
Lettings	2	Board
Lockdown procedures	1	Headteacher
Lone working	3	Headteacher
Relationship and sex education (RSHE)	1	Local committee
School exclusion (may be included within the behaviour policy)	1	Headteacher
Special educational needs and disability	1	Local committee
Touch and the use of restrictive intervention	3	Headteacher

In addition, the headteacher at each school (and CEO at trust-level) is required to maintain the:

- Register of pupils' admission to school and attendance
- School information published on the website
- Single central record of recruitment and vetting checks
- Premises management documents

- Register of business interests

Policies/procedures that a local committee is required to approve

Accessibility plan
Child Protection and Safeguarding (for Surrey schools only)
Child Protection (for Hampshire schools only)
Safeguarding (for Hampshire schools only)
Special educational needs and disability
Relationship and sex education (RSHE)
Behaviour and exclusion
Health & Safety

Local committees are required to ensure that the trust template policy for **safeguarding and child protection** has been adapted at local level, which is then approved by the local committee. Local committees must also approve the following documents written by staff in school:

- Accessibility plan (every three years or earlier)
- Behaviour (and exclusion) (annually or earlier)
- Relationship and sex education (RSHE) (annually or earlier)
- Special educational needs and disability information report (annually or earlier)*

Appendices

Appendix A – terms of reference for Education committee

1. Membership

- 1.1. The committee shall consist of at least four 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 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 three trustee directors.

3. Meetings

- 3.1. The committee shall meet at least once per term.
- 3.2. The administration of meetings will be managed by the Head of Governance. Agenda and papers will be available on GovernorHub for members of the committee 7 days in advance of the meeting.
- 3.3. .

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.

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

5. 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 four 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 COO and the Head of Finance shall be invited to attend all meetings and the trust business managers some of the meetings.

2. Quorum

- 2.1. The quorum shall be three trustee directors plus the Accounting Officer.

3. Meetings

- 3.1. The Committee shall meet at least once per term.
- 3.2. The administration of meetings will be managed by the Head of Governance. Agenda and papers will be posted on GovernorHub at least 7 days in advance of the meeting.

4. Purpose

Finance

- 4.1.1. To review the annual budget prepared by the executive 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.

Purchasing/procurement

- 4.1.7. 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.
- 4.1.8. To make decisions in respect of service agreements.

Insurance

- 4.1.9. 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

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

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 four 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, COO 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

- 2.1. The committee will meet at least once per term (three times per academic year) and will have one additional meeting during the autumn term.
- 2.2. The quorum shall be three trustee directors.
- 2.3. The administration of meetings will be managed by the Trust's Head of Governance. Agenda and papers will be posted on GovernorHub at least 7 days in advance of the meeting.

3. Authority

- 3.1. The committee will report to the board on any decision taken in accordance with the scheme of delegation of financial powers.
- 3.2. The committee is authorised to investigate any activity within its term of reference or specifically delegated to it by the board.
- 3.3. 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

- 4.1. The main duties of the risk and audit committee are as follows:
- 4.2. 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.
- 4.3. Advise the board on the adequacy and effectiveness of the trust's governance, risk management, internal control and value for money systems and frameworks.
- 4.4. Advise the board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- 4.5. 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

- 5.1. The risk and audit committee shall consider and advise the trust board on the following specific matters:

- 5.2. 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.
- 5.3. Review the external auditors' letter of engagement and annual planning documents and approve the planned audit approach.
- 5.4. 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.
- 5.5. 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.
- 5.6. Review the internal auditors' planned schedule of work for the year and approve the planned audit approach.
- 5.7. 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

- 6.1. The risk and audit committee shall consider and advise the trust board on the following specific matters:
- 6.2. Annual review of the trust's risk management systems including arrangements for risk management, control and governance processes.
- 6.3. 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.
- 6.4. Review of the trust's scheme of delegation and recommending any changes to the board for approval.
- 6.5. Annual review of all insurance arrangements.
- 6.6. 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

- 7.1. The risk and audit committee shall consider and advise the trust board on the following specific matters:
- 7.2. 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/Hampshire County Council, Companies House, HMRC or similar regulatory bodies.
- 7.3. 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.

8. Review

- 8.1. 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 four trustee directors appointed by the board, including the Chair of the board.
- 1.2. The chair of the committee shall be appointed by the Board on an annual basis. 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 three trustee directors including the Chair of the Board.

3. Meetings

- 3.1. The committee shall meet as required, but at least three times a year.
- 3.2. The administration of meetings will be managed by the Head of Governance. Agenda and papers will be posted on GovernorHub 7 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 obtain external consultancy advice in respect of any matters under discussion.

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 Local Committee members

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 should 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 annually.

Appendix E – terms of reference for local committees

1. Membership

- 1.1. If the committee represents a single school it 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. 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.
 - 1.1.2. **Five general members** – appointed by GST. Our local committees do not have foundation members. There is an expectation that a local committee in a Church school will include representatives from the Church community where possible, nominated by the parish on a skills basis.
 - 1.1.3. **One staff member** – elected by the staff body.
 - 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 (8 years) if eligible. Parents/staff would have to be re-elected by the staff or parent body to be eligible. 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 whilst a successor is found. This appointment will be considered and agreed by the Trust board.
- 1.3. Schools with existing members from the predecessor school will aim to constitute their local committee, as above, as members' terms expire.
- 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 and for professional development, but they may not vote on any matter and may be asked to leave from time to time.
- 1.5. The appointment of the **chair** is made by the trustee directors upon recommendation/consultation with the local committee. There must be a named chair on GIAS. (Co chairs may be permitted but only one will be named as Chair 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 reported to the Head of Governance.
- 1.6. The appointment of a vice chair.

2. Quorum

- 2.1. A quorum shall be 50% of the current local committee membership. 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 appoint clerks for local committees.
- 3.2. The local committee will meet as often as is necessary and at least every half term to fulfil its responsibilities. This may vary dependent upon the size and context of the school. Advice should be sought from the trust central team on any changes to existing arrangements, as identified within the annual work plan.

- 3.3. Any resolution at a meeting of a local committee must be determined by a majority of the votes of the members contributing to the meeting (in person or via electronic means) and able to vote on the matter.
- 3.4. Each committee member present in person shall be entitled to one vote.
- 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 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 any local committee meetings. These people attending do not have any voting rights. The trust does not permit 'open' committee meetings to take place, i.e. parents or members of the public cannot attend local committee meetings.
- 3.8. References to the "chair" shall, in the absence of the chair, be deemed to be references to the chair of the relevant committee meeting.
- 3.9. The committee will aim to produce draft minutes of its meetings within 10 working days and ensure these are published on GovernorHub.

4. Purpose and powers

- 4.1. Each school's local committee is responsible for:

4.1.1. Establishing the strategic direction

- 4.1.1.1. 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.
- 4.1.1.2. In church schools, seeking assurance and evaluating the impact and effectiveness with the SIAMS framework.
- 4.1.1.3. Receiving the school's **self-evaluation form** (SEF) – understanding the strengths and areas for development, which will drive the **school development plan** (SDP).

4.1.2. Ensuring accountability

- 4.1.2.1. Monitoring the educational performance of the school and progress towards agreed targets.
- 4.1.2.2. **Monitoring the provision and outcomes for vulnerable children** – outcomes for all groups of children, including disadvantaged, children with special educational needs and disabilities, those with English as an additional language. Attendance of all children will be monitored and interrogated.
- 4.1.2.3. 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.
- 4.1.2.4. Contributing to school self-evaluation.

4.1.3. Overseeing compliance

- 4.1.3.1. **Monitoring impact relating to specific grants** – particularly the pupil premium, PE and sport funding (in primary schools), ' '. Having knowledge of the school's agreed budget and the impact of expenditure on pupil outcomes.

4.1.4. Ensuring risks to the organisation are managed

- 4.1.4.1. **Safeguarding and child protection** – determining any local procedures in line with the trust policy.
- 4.1.4.2. **Health and safety** – monitoring the effectiveness of the trust’s policy locally and ensuring compliance on behalf of the trust board, taking steps to mitigate risk.

4.2. The committee is responsible for:

- 4.2.1. Recording visits to the school(s), with prior arrangement with the headteacher. The visit report template is shown in [appendix J](#), and available in document format on Governor Hub.
 - 4.2.2. Raising any matters of concern for the attention of the trust board via the Trust’s Head of Governance/ CEdO / CEO as appropriate.
 - 4.2.3. Conducting an annual review of its work, including skills audits and communicating the findings to the trust board via the Trust’s Head of Governance or CEdO.
 - 4.2.4. Working with the local church community (in church schools only).
- 4.3. Each local committee will appoint amongst its members a “link” individual who will lead and report to the committee on:
- 4.3.1. Safeguarding and child protection
 - 4.3.2. SEND and vulnerable children
 - 4.3.3. Health and safety
 - 4.3.4. Christian character (in church schools only)

5. Accountable and responsible areas from the scheme of delegation

(R) below indicates ‘responsible’, being accountable to the trust board

5.1. Governance

- 5.1.1. Appoint and remove vice-chair of local committee. The trustee directors appoint and remove members of the local committee but the holder of vice-chair is decided by the local committee.
- 5.1.2. Ensure GIAS is up to date (R). This will be updated by the headteacher or school business manager and the local committee must check for compliance.
- 5.1.3. The local committee is responsible for its own calendar of events (eg meeting dates, times).
- 5.1.4. Maintain and publish a register of local committee members' interests. The local committee is accountable and will ensure that this is maintained by the clerk and published on the school website by school staff.
- 5.1.5. Approve locally owned policies only where specifically delegated.

5.2. Education

- 5.2.1. School performance against the school development plan (SDP)(informed by CEdO. 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 and, meeting with leaders, LC members seek assurance of the school’s performance in particular areas (such as writing, reading and phonics, mathematics).
- 5.2.2. Monitor performance of vulnerable groups. 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 in ensuring that strategies and interventions are appropriate and effective.

- 5.2.3. Hold school to account on how it supports its looked-after, previously looked-after children and young carers and ensures progress at least in line with peers who are not LAC/PLAC or young carers. No individual children should be identifiable.
- 5.2.4. LC 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.
- 5.2.5. In church schools, seeking assurance and evaluating the impact and effectiveness with the SIAMS framework.
- 5.2.6. If a pupil disciplinary panel to hear about the permanent exclusion of a child is called, LC 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 clerk. To ensure no conflict of interest, staff members and some parent members may not be able to take part on panels (depending on the year group of the child, etc.). A panel may also be required if a child has been suspended for 15 or more days in a term.

5.3. Safeguarding

- 5.3.1. Appoint a named safeguarding link member on each local committee.
- 5.3.2. Ensure school safeguarding compliance - including adherence to the locally owned safeguarding and child protection policy and other related policies such as: behaviour, anti bullying, lockdown procedures, etc. Local committees will receive reports from the headteacher, the DSL, the CEo, and other trust staff. The LC's role is to ensure that the school's safeguarding and child protection policy is up to date, and to assure the trust board that the school is compliant.
- 5.3.3. Ensure each school has appropriately trained designated safeguarding lead (DSL) and deputy DSL(s). Whilst the LC will have no involvement in appointment or training, they must report to the Trust board if the school fails to have appropriately trained staff.

5.4. Staffing and employment

- 5.4.1. 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.

5.5. Finance and financial control

Finance and financial control are 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 LC members have an understanding of the school's resources available and will therefore receive the budget. This supports the LC in understanding some of the pressures that leaders face in school development and will link with the LC's work on the SDP (5.2.1, above) and the SEF (5.2.4).

- 5.5.1. Monitoring impact of specific grants eg Pupil Premium/sport (R). LCs should review how leaders are spending the pupil premium and PE & sport 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. LCs should also evaluate the impact of expenditure.

5.6. Admissions and school operation

- 5.6.1. If the school has a physical or online school prospectus, LC members should contribute and support its production.

- 5.6.2. Using the trust's checklist, the school's website must be compliant. No LC member is expected to administer or update a school website but the LC should check the audit has been undertaken and the website is compliant.
- 5.6.3. School branding (R). Any changes to the branding of the school must be brought to the local committee by leaders. If the LC agrees the change, it must be approved by the trust board. See 7, below.
- 5.6.4. School uniform (R). Any changes to school uniform must be brought to the local committee by leaders. The LC must ensure that leaders are operating in line with DfE guidance. If the LC agrees the change, it must be approved by the trust board. See 7, below.
- 5.6.5. Stage Two complaints will be heard by local committee chair. Full support will be provided to the chair by the clerk and the central team.
- 5.6.6. Stage Three complaints will be heard by a complaints panel made up of some local committee members. Full support will be provided to the panel by the clerk and the central team.

5.7. Health and safety and estates

- 5.7.1. The health and safety policy is approved by the trust board but requires some local additions at school level from school staff. Once this has been done, the LC is to check that it is compliant.
- 5.7.2. Through the health & safety local committee link member (4.3.3, above) and/or a health & safety working group, reports are provided to the LC to assure the board that the school is compliant.

5.8. Risk

- 5.8.1. Maintenance of school risk register. The headteacher is responsible for managing the school risk register which should be reported to the LC to give the Trust board assurance that risk is being managed.

6. The local committee's role in performance related pay

- 6.1. The CEdO 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 have no responsibility and 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 and Teacher's Standards.
- 6.2. The chair of the local committee, or a representative from the local committee, is invited to be present at the headteacher's annual appraisal and in-year review meetings to reflect on the progress towards objectives, and on the headteacher's / leader's performance.

7. Branding and school uniform

- 7.1. The local committee must agree any changes to the branding of the school and any changes to the school uniform (however insignificant they may seem), having regard for DfE legislation and in line with the trust's guidance. Changes must be approved by the trust board.

8. Review

These terms of reference will be reviewed at least annually.

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 GST 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 us, attendance at meetings and relevant business and other interests will be published on the relevant school and/or trust websites, DfE website under Get Information About Schools (GIAS) and Companies House (all as applicable).

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 work collectively for the benefit of The Good Shepherd Trust and its children.
9. In local committees, 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 committee or trust.

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 this on GovernorHub to show we have read the guidance. In addition, trustee directors are required to read the document in full and to record this on GovernorHub. Compliance with this action will be monitored by the clerk, DSL 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 immediacy and in accordance with policy.
5. We will help identify any weakness in the school or trust's safeguarding systems.
6. We have read and accept the allegations of abuse against adults policy. This includes the reporting and management of low-level concerns.
7. We will sign and return a safeguarding self-declaration annually.

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 head teacher 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 board member.
7. We will consider seriously our individual and collective needs for induction, training and development and will undertake relevant training within the appropriate timescales.
8. We will complete a declaration of interests annually and will update this within 14 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 arises outside a meeting.
3. We will not reveal the details of any vote.
4. We will ensure all confidential papers are held securely and where applicable, disposed of appropriately.

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.
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 member 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 and the executive team and the chair will investigate; the trust will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
3. Should it be the chair of a local committee that we believe has breached this code, the matter must be reported to the Trust chair immediately, or the CEO if it is the Trust chair.

Removal from office

The Trust Board will, in determining whether to remove a local committee member, 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 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 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 : t he 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/board

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 5 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 a 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.

The Trust board shall have the right at their sole discretion to remove or suspend on such terms as they see fit any local committee/board member by written notice to the member and the relevant chair and clerk.

The suspension from employment duties of any member who is an employee of the trust shall have the effect of suspending their membership of the local committee/ Trust board.

Any local committee member who is subject to a banning order issued by a head teacher shall be deemed to be suspended from the committee/board for the duration of the ban.

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 clerk

The Clerk:

1. is accountable to the Trust board (via the Head of Governance and CEo), working closely with the chair of the local committee and the head teacher, 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 clerk 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 Governo Hub, 7 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.
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 Governo Hub.
15. maintain a record of signed minutes for reference in school.
16. follow-up any agreed action points.

Membership

The clerk will:

17. maintain up to date records of the local committee members in the 'Committees' section of GovernorHub, in accordance with trust policy and ensure that this information is exported to the school website at least annually or whenever there is a change in the status of a local committee member. Any changes must be recorded and reported within 14 days of the change.
18. work with the head teacher to hold parent and staff local committee member elections as required using the Trust's templates.

19. work with the Head of Governance to ensure that all proposed new local committee members apply for their roles through MyNewTerm to ensure the full range of information is provided and all the necessary checks completed prior to appointment.
20. ensure that new local committee members have access to appropriate documents and induction materials, including access to GovernorHub, Educare and NGA Learning Link.
21. maintain local committee meeting attendance records and advise the chair 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, re-appointments, new appointments or resignations can be organised in a timely manner
23. ensure that GIAS is updated within 14 days of any local committee membership changes.
24. ensure that GIAS is checked and updated at least every 90 days, regardless of changes.
25. ensure that regularly, and at least annually, 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 that an annual local committee skills audit and 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.

Advice and information

The clerk 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.

Professional development

The clerk will:

33. undertake appropriate and regular training to maintain their knowledge base.
34. attend briefings and participate in professional development opportunities as organised by the trust central team.
35. Be expected to obtain an Enhanced DBS clearance, complete a safeguarding self-declaration, declaration of interests and undertake annual training, through Educare or face-to-face training, if preferred.
36. 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

Our local committee members bring valuable information from a variety of perspectives to help make strategic decisions about the school as a whole. The local committee is a committee of the trust board and should feel part of the wider structure we have in place for governance, to provide assurance to the trustee directors that every child in our schools is learning, achieving and flourishing in a safe environment, every day.

Parent elected members must ensure that their presence on the committee is fully understood. They are representatives from the parent community rather than being representatives of parents; they should not be seen as a 'go between', parent delegate or nominated to promote their own child or a specific cause. They act according to their own conscience and should follow the appropriate rules of the [code of conduct](#), trust protocol and policies and confidentiality. Achieving a balance between being an impartial representative member of the parents and being a parent can sometimes be challenging. Some general members and staff members may also have a child at a GST school.

To fulfil the role effectively, all local committee members:

- 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, they should report in good faith any widely held parental views, even if in a vote they decide to vote differently.
- attend training sessions for LC members and access other relevant training.
- should agree with the rest of the LC how decisions can be shared with the school community and never communicate as an individual or with delegated responsibilities.
- must not report who said what at any meeting.
- should be aware of the sensitivity of LC meeting discussions.
- must remember that they are a representative of The Good Shepherd Trust at all times.

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. They 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:

- never press your own personal agenda or that of another parent.
- never promise to solve a problem on your own.
- be wary of bringing an individual issue to meetings without following the agreed procedures.
- abide by the agreed protocol regarding agenda items.
- keep yourself aware of parental views and concerns in a public and inclusive manner.
- play an active part in all meetings.

Knowledge and skills:

The role of a local committee member is largely a thinking and questioning role; they must not become involved with the operational issues in managing a school day-to-day but are required to oversee its long term development in conjunction with the trust. Local committees rely on a variety of experiences and perspectives. No specific prior knowledge is required and the trust seeks volunteers with a range of skills and backgrounds. Training and support are available for new and existing members and is free of charge.

Time commitment:

The average time commitment is 10-15 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 (8 years) if eligible. Parents/staff must be re-elected to be eligible. 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 whilst a successor is found. However, as a volunteer, they can resign at any time if their circumstances change.

Expenses:

LC 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 LC 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 LCs are expected to obtain an Enhanced DBS clearance and a Section 128 check and complete a safeguarding self-declaration*, on an annual basis.

** only applicable to schools with school-run extended care for under 8s, nursery classes or a reception class.*

All local committee members must complete safeguarding and Prevent training on induction. Safeguarding training must be updated annually. Prevent training must be updated every two years. LC 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.

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. . If you want to work directly

with children, there are many other voluntary valuable roles within the school.

- Fundraise – this is the role of the PTA. The local committee should 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 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.

In order to perform this role well, a local committee member is expected to:

- get to know the school, including by visiting the school periodically 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 events and read all the papers before the meeting.
- 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.

Please see section 5 in the [local committee terms of reference](#) for a full list of the areas for which the local committee is responsible.

Role of the safeguarding and child protection link local committee member

- Be the lead person on the local committee who understands safeguarding requirements and, ensures that the culture of safeguarding is promoted.
- 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 other staff at least termly. Ensure that the DSL has sufficient time and resource to undertake their role.
- Report back to LC meetings to facilitate the scrutiny and impact of safeguarding and ensure compliance with statutory duties. Ensure that safeguarding note 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.
- Ensure 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 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 link member should not have access to any child, staff or parent/carer information. The role is to check and be assured that systems are in place and are compliant. Further guidance can be provided by the trust DSL.

Role of the SEND and vulnerable pupils link local committee member

The SEND and vulnerable pupils link local committee member 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.
- 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 with an 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 who is a SEND pupil. How does the school identify pupils either joining the school or pupils already at the school who have SEND?
- Be familiar with the school's SEND policy and other associated policies that support the SEND policy, e.g. behaviour policy, admissions policy, equality, diversity and inclusion policy, equalities action plan, SEND information policy and safeguarding and child protection policy.
- Monitor the implementation of these policies and procedures for SEND 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 to reflect the changing nature of SEND cohorts 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 SEND pupils and those external agencies that could offer advice, support and guidance.
- Ensure parents /carers of children with SEND know how to make a complaint.
- Provide assurance by reporting back regularly to local committee meetings.

Role of the health and safety link local committee member

- Be assured of the school's compliance with The Health and Safety at Work etc. Act 1974 and all subsequent legislation empowered by it.
- Be assured 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.
- Be assured 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.
- Be assured that effective consultation takes place with all employees on health & safety matters and that all individuals are consulted before particular health & safety responsibilities are delegated to them.
- 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.
- Be assured that the provision of adequate training, information, instruction, induction and supervision exists to enable everyone on the school to be safe.
- Be assured 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 link local committee member

(Only for GST schools that were Voluntary Aided or Voluntary Controlled CE 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 link member should be able to 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.

Activities a local committee member might undertake on a school visit 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? How are pupils behaving? 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. How do the books they have help them make progress?

Appendix J – Local committee member school visit report template

Visit Report – Local Committee member



NAME OF SCHOOL	DATE
VISITING LC MEMBER	HEAD TEACHER/MEMBER OF STAFF VISITING
<p>I understand that my request to visit and the purpose of the visit has been authorised by the head teacher in advance.</p> <p>I understand that in the event of an emergency I will follow all instructions given by the staff.</p> <p>I understand that should a child or staff member disclose any information that may be of a concern, that I will inform the designated safeguarding lead (DSL)/head teacher immediately.</p>	

Focus of the visit:

Link to vision, values, strategy or school development plan:

Summary of activities undertaken:
What have I learnt as a result?
Aspects I would like clarified/questions that I have:
Any other comments/ideas for future visits:

Signed by|Date

NB Send to the school personnel involved in the visit and the head teacher for any comment or points of clarification, prior to sharing with the local committee.

Please upload to GovernorHub and inform the clerk when completed.

Appendix K - Terms used

ATH	Academy Trust Handbook
CEO	Chief executive officer
CEdO	Chief education officer
COO	Chief operating officer
CPOMS	Child protection online management system
DBE	Diocesan board of education
DfE	Department for Education
DSL	Designated safeguarding lead
DDSL	Deputy designated safeguarding lead
ECF	Early career framework
ECT	Early career teacher
Educare	is a provider of duty of care and safeguarding training
EHCP	Education, health and care plan
ESFA	Education & Skills Funding Agency
EYFS	Early years foundation stage
GIAS	Get Information about Schools
GST	The Good Shepherd Trust
HMRC	His Majesty's Revenue & Customs
IAB	Interim academy board
LA	Local authority
LADO	Local authority designated officer
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)
RAC	Risk & Audit Committee
RDoE	Regional director of education
RIDDOR	The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SEF	Self-evaluation form
SEN	Special educational needs
SENDCo	Special educational needs and disabilities co-ordinator (sometimes SENCo)
SEND	Special educational needs and disabilities
SDP	School development plan
SIP	School improvement plan
SIAMS	Statutory inspection of Anglican and Methodist schools
SoD	Scheme of delegation
SSCP	Surrey safeguarding children partnership
ToR	Terms of reference