

Governance Procedures

Richard Huish Trust



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1. CONTEXT AND PURPOSE

Richard Huish Trust (RHT) is a company limited by guarantee. Huish must follow its Articles of Association (“the Articles”) which sets out the framework the Trust operates within, it is also required to meet the expectations of the DfE’s Academy Trust Handbook and Academy Trust Governance Guide as well as applicable law. The governance procedures set out the arrangements for how Huish operates within this environment of compliance and expectations. The purpose of this document is not to duplicate the Articles or any other compliance document, but provide explanation and detail for how they are met.

This document brings together governance procedures that previously sat in different documents (specifically the operational guidance for LGBs, appointment and succession procedures for governance, the standing orders of the board, and procedural aspects of previous scheme of delegated authority), to ensure there is an overarching operational document for the entire trust.

2. RELATED DOCUMENTS

This document should be read with reference to:

Richard Huish Trust documents:

- RHT Scheme of Delegation
- RHT Committee Terms of Reference
- RHT Articles of Association
- RHT Guide to Governance
- Diocese and RHT Memorandum of Understanding
- RHT Conflict of Interests Policy
- RHT Safeguarding and Child Protection Policy
- RHT Safer Recruitment Policy
- RHT Code of Conduct for Volunteers

External points of reference:

- DfE Academy Trust Handbook (ATH)
- DfE Academy Trust Governance Guide
- Companies Act 2006

3. STRUCTURE OF RICHARD HUISH TRUST

Huish strives to operate a high performing governance structure that:

- has clear lines of accountability and communication;
- has clear separation and seeks to avoid duplication between layers of governance through its scheme of delegation;
- demonstrates strong leadership.

To achieve this, and in line with its articles there are specific levels of governance defined for its Members, Trustees (known as Non-Executive Directors, or Directors at RHT) and the Executive Team.

3.1 Members

Members who guarantee the liabilities of Huish and review the strategic direction. They have powers to appoint directors, as set out in the Articles, and to remove serving directors if governance is failing, under the Companies Act. They must meet annually and approve the annual audited accounts.

In accordance with the DfE Academy Trust Handbook there must be at least three Members, but ideally five or more. RHT aim to operate with four members, reflecting the percentage requirement of representation of the Bath and Wells Diocesan Board of Education (DBE) at 25%.

3.2 The Trust Board

The trust board, ("the board") is the legal entity and employer of academy staff. The board has collective responsibility and accountability for the trust on behalf of the Members. The board can delegate most operational matters and aspects of decision-making to committees but retains overall control.

In accordance with the Articles the board must include the Chief Executive Officer, up to 5 directors appointed by Members, 2 Foundation Directors who are appointed by the DBE plus a number of co-opted directors. In accordance with the Articles there must not be less than three directors, but there is no maximum. The board must endeavour to ensure there is an appropriate balance of skills, experience and diversity of backgrounds within its membership.

3.3 Committees of the Trust Board

The Trust Board can appoint committees to delegate its functions to, as specified in the scheme of delegation. To comply with the Academy Trust Handbook there must be an audit and risk committee, where turnover is less than £50million this can be combined with another committee. RHT operates these key committees:

- **Audit & Risk (A&R) Committee**

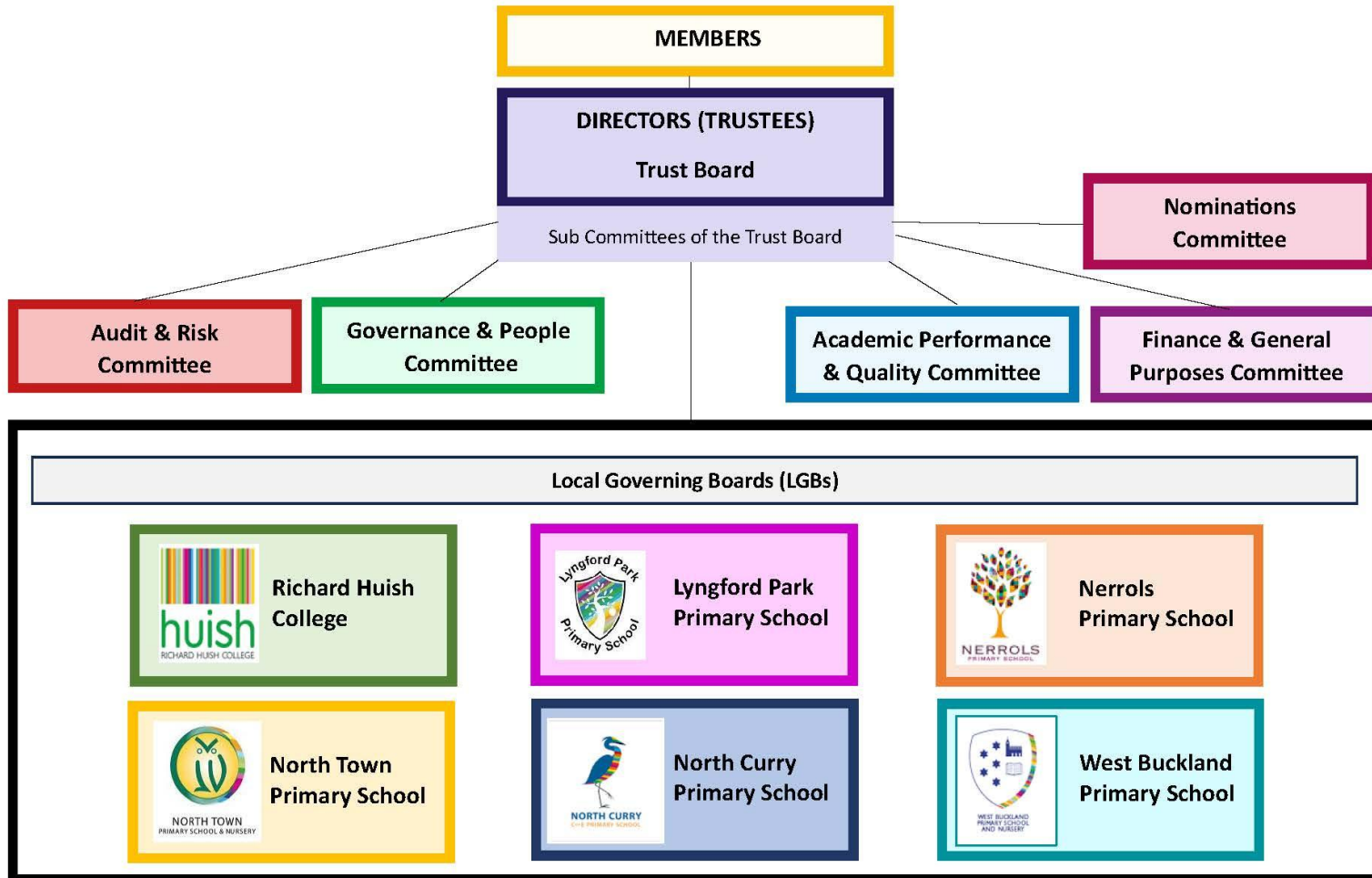
The A&R Committee operates within specific parameters as specified in the ATH:

- The committee must meet at least three times a year to comply with the ATH.
- Employees of the trust must not be members of this committee, but the Accounting Officer (AO) and Chief Finance Officer (CFO) or equivalent should attend.
- The Chair of the trust board must not be chair of this committee and as there is a separate Finance Committee the chair must not be the same.

- **Finance & General Purposes (F&GP) Committee**
- **Academic Performance & Quality (AP&Q) Committee**
- **Governance & People (G&P) Committee**
- **Nominations Committee**
- **Local Governing Boards (LGBs)**

The specific duties and responsibilities, operation and remit delegated to each committee can be found in their Terms of Reference. In addition, there are a number of other committees carrying out specific roles for which there are also terms of reference.

Richard Huish Trust (RHT) Governance Structure



4. OPERATION (STANDING ORDERS) OF THE RHT BOARD

The Standing Orders provide detail on how to regulate the conduct of and manage business through the RHT Board and its committees.

The Chair of the meeting, on the advice of the clerk, is responsible for ruling on any question of interpretation of these standing orders; their ruling is final. Nothing in these standing orders is intended to conflict with the Articles of Association. In the event of any such conflict, the Articles of Association will take precedence.

4.1 Appointment of Chair and Vice-Chair of the Board of Directors

The Chair and Vice-chair shall be elected each academic year by the Board of Directors from among its members. A Director who is employed by the Academy Trust shall not be eligible for election as Chair or Vice-chair.

Appointments shall be made by a vote of all Directors present at the meeting of the Board of Directors, which shall normally be before the expiry of the Chair's or Vice-chair's term of office.

All nominations must have a proposer and seconder.

The Chair and Vice-chair shall be eligible for re-election at the end of their term of office (assuming their continuation as a Director).

If both the Chair and Vice-chair are absent from any meeting, the Directors shall choose someone from among their number to Chair that meeting.

The Chair or Vice-chair may at any time resign his/her office by giving notice in writing to the Clerk.

The Chair or Vice-chair shall cease to hold office if he/she-

- (a) ceases to be a Director;
- (b) is employed by the Academy Trust;
- (c) is removed from office in accordance with the Articles of Association.

Where a vacancy arises in the office of Chair or Vice-Chair, the Directors shall at their next meeting elect one of their number to fill that vacancy.

4.2. Powers of Chair and Vice-chair of the Board of Directors

Subject to the provisions of the Companies Act 2006 and the Articles of Association, the Chair may act on behalf of the Board of Directors between meetings (subject to ratification at the next meeting) over an issue which in his/her opinion is:

- an urgent matter where delay until the next meeting would be detrimental;
- is a minor or routine matter falling within the spirit of existing policies;
- is related to the detailed implementation or follow up action associated with matters already agreed by the Board.

If the Chair is absent or unable to perform the role of Chair, or if the office of Chair is vacant, the Vice-chair shall act as Chair for all purposes.

4.3 Appointment of Chair and Vice-chair of the Standing Committees

The Chair of the Standing Committees shall be appointed by the Board of Directors for a term of up to three years (subject to the remaining period of office as a Director).

The Vice-chair of the Standing Committees shall be elected by the Committee from among its members for a term of up to four years.

Each respective Chair and Vice-chair shall be eligible for re-election at the end of their term of office.

4.4 Meetings

The Board of Directors shall meet at least once in every term, and not less than three times a year.

All meetings shall be convened by the Clerk who shall give written notice of the meeting.

Every member shall act in the best interests of the Company rather than selectively or in the interests of a particular constituency and shall not be bound to speak or vote by any other body or person.

The Board of Directors shall normally conduct all its business at scheduled meetings. However, a Special meeting may be convened (without giving the usual seven days' notice) in addition to the scheduled meetings in exceptional circumstances when a delay in exercising the functions of the Board of Directors could be detrimental to the Company, or a student, or staff member.

Any three Directors may, by notice in writing to the Clerk, requisition a meeting of the Board of Directors.

A resolution to rescind or vary a resolution, carried at a previous meeting of the Directors, shall not be proposed at a meeting of the Directors, unless the consideration of the rescission or variation of the previous resolution, is a specific item of business on the agenda for that meeting.

4.5 Governance Professional

The Governance Professional (Trust Governance Specialist) shall be responsible for calling meetings, for issuing agendas and agreeing the inclusion of items to the agenda following consultation with the Chair and the Chief Executive Officer.

If the Clerk is absent from a meeting or part of a meeting, the Board of Directors or Committee shall either appoint a person from among the members or another person to act as Clerk during this absence.

Confidential items:

- The governance professional will attend and clerk all meetings and agenda items, including confidential business (for example, senior appointments, succession planning, and central team restructuring), to provide independent governance advice, ensure due process and maintain an accurate record.
- The governance professional will withdraw where they have a direct or perceived conflict of interest (for example, where their own post is in scope or they line-manage affected staff). Any withdrawal, and the reason, will be recorded in the minutes.
- Where the governance professional is withdrawn or unavoidably absent, the board/committee may appoint a trustee to clerk for that item only. The CEO or other executive leaders must not clerk.
- Confidential minutes and papers will be clearly marked 'Confidential', stored securely with restricted access, and circulated only to those entitled to receive them as determined by the chair with advice from the governance professional.
- The chair may require members of the executive and other attendees to withdraw for particular confidential items. This does not apply to the governance professional unless a conflict arises.

4.6 Agendas

All meetings of the Board of Directors and Standing Committees shall be supported by an agenda and written reports.

The Clerk shall be responsible for issuing agendas and papers for all meetings to the members of the Board and Committees seven days prior to the date of a meeting. In exceptional circumstances papers may be issued at shorter notice if the Chair or Vice-chair agrees there are matters demanding urgent attention.

Copies of formal written agendas for each Board meeting will be sent to the Chair and Vice-chair of the Board of Directors, the Chairs of the other standing Committees and the Principal/Chief Executive Officer.

Full agenda papers for Board and Committee meetings shall be made available for inspection, on request, at the Company's offices or at each Academy as soon as practicably possible (in accordance with the Articles of Association).

The display of agendas, background papers and minutes shall take account of the Articles of Association regarding confidentiality and any material relating to a named individual or any other matter which the Directors are satisfied should remain confidential shall be excluded.

4.7 Quorum

Meetings of the Board of Directors and Committees shall be quorate if any three Directors are present, or, where greater, any one third (rounded up to a whole number) of the total number of Directors holding office at the date of the meeting.

The quorum for the purposes of:

- any vote on the removal of a Director ; and
- any vote on the removal of the chairman of the Board of Directors;

shall be any two-thirds (rounded up to a whole number) of Directors entitled to vote on those respective matters.

If the number of Directors/Committee members present does not constitute a quorum the meeting shall not proceed as a formally constituted, decision-making forum. However, the Chair, or in the Chair's absence the Vice-chair, may allow the meeting to be held as an informal discussion group.

If, during a meeting, there ceases to be a quorum, the meeting shall be terminated as a formerly constituted, decision-making forum. However, the Chair, or in the Chair's absence the Vice-chair, may allow the meeting to continue as an informal discussion group.

Where it is possible to do so, any Director or Committee Member is able to participate in a meeting by telephone or by virtual means, provided they have given reasonable notice of their intention to do so to the clerk.

4.8 Confidential Sessions

If required, a confidential session shall be held as part of any meeting of the Board of Directors or Committee and staff and parent members (if applicable) may be excluded under the terms of the Articles of Association.

In determining the need for a confidential session, the Chair shall take account of the Articles of Association, the matters to be considered and the need for confidentiality to protect individuals or to retain strategic, statutory or commercial confidentiality in the interests of the Company.

The agenda, supporting papers and minutes of such meetings shall be confidential to those Directors/Committee members permitted to attend and shall not be made available to staff members, parent members or the public, unless otherwise determined by the Chair of the Board of Directors.

The Board shall review all confidential papers and minutes and make such material available for inspection on request where it is satisfied that the reason for dealing with the matter on a confidential basis no longer exists, or that the public interest in disclosure outweighs that reason.

4.9 Meeting Procedures

Directors and Committee members must withdraw from any meeting, or part of a meeting, at which the matter under consideration could give rise to a conflict of interest or a conflict could be seen to arise, (financial or otherwise), in accordance with the Articles of Association and the Academy Trust's Conflicts of Interest Policy.

Votes carried out at a meeting of the Board of Directors or Committee shall normally be on a show of hands by the members present and a straightforward majority shall apply.

Where votes cast are equal the Chair of the meeting shall have a second or casting vote.

A Director or Committee member may not send an alternate to attend a meeting on their behalf and neither may they vote by proxy or postal vote.

4.10 Written Resolutions – Electronic Decisions

The Articles of Association permit Directors to pass resolutions without convening meetings, to reduce time and resources, and to allow for more routine decisions to be made efficiently, and in some cases, urgently. There are certain situations when a written resolution cannot be used e.g. to remove a Director from office, such a proposal can only be effected at a meeting (where the subject has a right to reply). Both Member and Director written resolutions (as set out in the Articles¹) can be sent by email under the 'Notice' clauses 132 to 135.

Written resolutions are subject to prior authorisation of the Chair of the Board.

All decisions taken under written resolutions must be supported by a written report in the format, and to the standards, expected at a normal board meeting and can be in writing, or given in electronic form. The report must include a clear note of how to indicate agreement.

An electronic written resolution must have a cut-off date, after which, if not ratified, the resolution fails. If no cut-off date is specified, the proposal fails 28 days after the date (the circulation date) on which it was dispatched.

All decisions made using a resolution in writing shall be valid and effective, as if it had been passed at a meeting of Directors, or (as the case may be) a committee of Directors duly convened and held. (Articles, clause 123).

The exact wording of the resolution can be circulated by email and agreement given by email under the e-communications provisions of the Companies Act 2006. It is not necessary for each director to print out the resolution, sign it and scan it back.

Unanimous agreement is required for Directors' written resolutions. (Articles, clause 123 - A resolution in writing must be signed by all Directors entitled to receive notice of a meeting of Trustees, or, of a Committee of Trustees). However, *Members' written ordinary resolutions require a simple majority (50% plus one or more), and special resolutions (75%). (Articles, clause 35).*²

All Directors' decisions, in connection with a written resolution, shall be recorded by the Clerk.

Once the resolution is passed, a copy, certified by the Chair, must be recorded in the minute book. All electronic decisions will be reported to the subsequent Board/Committee meeting as a minute, without discussion.

4.11 Membership and Terms of Reference of Committees

Committees (including Local Governing Bodies) shall be established by the Board of Directors as required.

Membership and Terms of Reference for Committees will be determined by the Board of Directors and will be subject to review annually.

Directors may attend any meetings of Committees of which they are not members only with the prior approval of the Chair of the Committee concerned.

Any Committee established by the Board of Directors may include persons who are not Directors.

4.12. Associate Directors and appointment to Committees

Associate Directors enable the trust board and its committees to access specific skills and knowledge not currently held within the board, to support effective oversight of delegated areas.

“Associate” refers to individuals appointed to a committee of the trust board for their expertise. They are not directors and as such do not hold voting rights. Their attendance rights apply only to the committee(s) to which they are appointed, as permitted by the trust’s articles and committee terms of reference.

When to consider an associate appointment

- A skills or capacity gap has been identified through the board’s skills audit or committee work plan (e.g. finance, audit and risk, curriculum, safeguarding, SEND).
- Short-term, time-limited expertise is required (e.g. to support a specific improvement priority or project).
- To broaden perspectives and avoid ‘group think’, including drawing on diverse professional, community and demographic backgrounds.

Identification of needs

- Use the board’s annual skills audit and committee work programmes to confirm:
 - The specific competencies, knowledge and experience required.
 - Whether the need is short-term (project/task-and-finish) or ongoing.
 - The expected time commitment, meeting schedule and any monitoring visits.
- Agree a brief, tailored role description and person specification for each associate role, including:
 - Purpose, scope, committee(s) to be joined, and expected outputs (e.g. reports to committee).
 - Term (normally up to one year, renewable by the committee/board).
 - Induction, training and required safeguarding/identity checks in line with KCSIE and trust policy – particularly if an external appointment (e.g. outside of existing governor appointments).

- Confidentiality, conduct standards and management of interests.

Sourcing candidates

- Identify any potential skills from the existing local governors; considering the balance of membership and any potential conflicts with this option.
- Members of Huish staff are not eligible to become Associate Directors due to the potential of significant real or perceived conflicts of interest.
- Consider open and inclusive routes to widen the pool and avoid reliance on existing contacts:
 - Professional associations, local employers, public services, community organisations, FE/HE institutions, local press/radio.
 - Other schools/trusts (governors/trustees may volunteer as associates in a different organisation for CPD).
- Explore interest from parents and community members.
- Where a specific skill gap is identified, use targeted outreach and a clear role description.
- Maintain transparency: publish a short notice on the trust/school website(s)/social media site(s) describing the associate opportunity and how to express interest.

Nomination and assessment

- Governance professional coordinates the process; this may be with the chair and/or vice chair of the relevant committee and/or under instruction from the Nominations Committee.
- Request a short expression of interest/CV and a declaration of interests.
- Interview discussion with the governance professional explores:
 - Motivation, time commitment and understanding of the role (including that it does not confer trustee status).
 - Relevant expertise matched to the person specification.
 - Ability to work within the board's collective responsibility and respect staff workload.
- Manage conflicts of interest; where relevant/manageable, record and mitigate through recusal arrangements.

Appointment and terms

- Nominations Committee recommends the appointment (with reasons) to the trust board or as permitted by the scheme of delegation.
- Appointment is made by the trust board for a specified term (e.g. typically 12 months) with start/end dates, renewable subject to review.
- Defined in the committee's terms of reference:
 - Attendance rights at committee meetings (and any exclusions for confidential items).
 - Confirmation that associates do not have voting rights.
 - Any reporting expectations (e.g. brief written update following visits).

- Issue an appointment letter confirming:
 - Role scope, committee allocation(s), term, time commitment and code of conduct.
 - Confidentiality, data protection and safeguarding obligations.
 - Required checks (see below) and induction arrangements.
 - Expenses policy (if applicable).

Checks, induction and development

- Complete required checks in line with trust policy (if not already in place):
 - Enhanced DBS; Section 128 where the associate; identity and right-to-work checks as appropriate.
- Provide induction (tailored as needed but could include):
 - Relevant policies and data for the committee's remit, KCSIE, and the committee's terms of reference.
 - Access to board systems (limited to what is necessary for the role).
 - Named contact (committee chair) and governance professional support.
- Encourage relevant CPD aligned to the role.

Expectations and conduct

- Associates must:
 - Adhere to the trust's code of conduct, confidentiality and data protection.
 - Declare and keep up to date any interests; withdraw from items where conflicted.
 - Prepare for and attend meetings, and provide concise reports when requested.
- Associates are not directors and:
 - do not count towards trust board or committee quorum;
 - do not have voting rights at the committee or trust board and may attend board meetings only if expressly invited;
 - must not advocate on behalf of any other group or organisation they may be associated with.

Review, renewal and cessation

- Mid-term check-in by the committee chair; end-of-term review considers:
 - Whether the role is still needed, outcomes achieved, and any duplication with director roles.
 - Candidate's continued suitability, availability and training needs.
- Renewal or cessation is decided by the appointing body (reviewed by Nominations Committee for board approval); notify the associate in writing.

- Records: maintain appointment details, checks, declarations, and end-of-term review notes; update website/governance statements where published.

4.13 Minutes

Written minutes of every meeting of the Board of Directors and Committees shall be prepared and at each meeting the minutes of the last meeting shall be taken as an agenda item.

Where minutes are agreed to be accurate, they shall be signed as a true record by the Chair of the meeting.

Minutes shall be circulated to all Directors or members of the Committee as appropriate, lodged in the Company's office and made available under the RHT FoI publication scheme.

Separate minutes shall be prepared for confidential items and shall be treated in accordance with the Standing Orders guidance on this matter.

4.14. Public Access to Meetings

Members of the public shall not normally be admitted to meetings of the Board of Directors or its Committees.

Public access to meetings shall be at the discretion of the Board of Directors' Chair. A Director, Committee member and the Clerk to the Board of Directors, should be allowed to attend any of its meetings.

5. MEMBER AND DIRECTOR APPOINTMENT AND SUCCESSION PROCEDURES

5.1 Introduction

- 5.1.1 This procedure sets out the way in which Richard Huish Trust (RHT) recruits, appoints and manages its Members and Directors. The procedure provides operational guidance that complies and complements the regulatory processes as laid down in the Articles of Association, Academy Trust Handbook (ATH) and safer recruitment processes.
- 5.1.2 The aims of the procedure are to ensure that mechanisms are in place to ensure RHT is able to effectively and efficiently recruit and appoint new Members and Directors, whilst giving consideration to important factors such as the skills needs and diversity of the board and committees.

5.2 Roles and responsibilities

Governance Specialist

- 5.2.1 Ensures the process and associated record keeping for Members and Directors is adhered to and enacted as specified in this procedure.
- 5.2.2 Advise Members and the Directors regarding the due process of recruiting and appointing new Members or Directors in line with this procedure.
- 5.2.3 Liaise with external bodies (including the Diocesan Board of Education (DBE), the Department for Education (DfE), Companies House) and across RHT to ensure all necessary appointment checks are carried out and the required information published in a timely manner.
- 5.2.4 Undertake the necessary administrative steps to ensure all application and appointment information is in place and stored securely at the appropriate time.
- 5.2.5 Ensure appropriate information specified in the ATH about newly appointed/renewed directors and members is published on Get Information About Schools (GIAS) and Companies House within the statutory 14 days.

- 5.2.6 Advise Members and Directors with regard to succession planning and implementation of procedures for Directors serving more than a single term of office, changing roles and/or appointment type.
- 5.2.7 Engage with Members and Directors to ensure they complete all mandatory training and review of key policies/documents.

Nominations Committee

- 5.2.8 The Nominations Committee is convened as required and is responsible for:
- receiving and considering the nominations for appointment of new Directors;
 - making an informed decision, based on relevant supporting information provided, to nominate, or not, the appointment of new Directors;
 - informing the Trust Board/Members/the DBE (via the Governance Specialist) of nominations in a timely way.
- 5.2.9 The Nominations Committee is not responsible for nominating new Members for appointment.

Human Resources (HR)

- 5.2.10 Conducting Disclosure and Barring Service (DBS) checks, ensuring the correct level of clearance is sought to comply with Keeping Children Safe in Education (KCSiE) safer recruitment requirements.
- 5.2.11 Conducting ID verification checks and recording appropriate information securely.
- 5.2.12 Liaise with the Governance Specialist to ensure they are aware of key steps being taken.

5.3 Eligibility

- 5.3.1 A person is disqualified from acting as a Member of Directors if any of the reasons shown in the disqualification reasons table (<https://www.gov.uk/guidance/automatic-disqualification-rules-for-charity-trustees-and-charity-senior-positions#annex-a-what-a-dishonestydeception-offence-is>).
- 5.3.2 Directors must complete an eligibility self-declaration form and an automatic disqualification form during the appointment process to demonstrate this.

5.4 Record Keeping

- 5.4.1 Huish must be transparent about its governance arrangements (this is a 'must' in the Academy Trust Handbook). It is therefore essential that accurate and up to date records of Member and Director appointments are maintained in a timely way; this is the responsibility of the Governance Specialist.
- 5.4.2 It is a statutory requirement that registers containing Members and Directors information are maintained, reviewed regularly and that up-to-date information is published. This must be updated as new Members/Directors are appointed. The Huish Governance Privacy Notice provides full details on information held.
- 5.4.3 The Governance Specialist is responsible for ensuring that Companies House and the Department for Education's (DfE's) Get Information About Schools (GIAS) is updated within 14 calendar days

of the appointment, renewal, change of role, removal or resignation of a Member or Director. This is a statutory requirement.

- 5.4.4 The Governance Specialist is responsible for ensuring that the Huish Trust website is kept up-to-date in line with the statutory information that must be published about Members and Directors and that this is done in a timely way, ideally in tandem with the GIAS information, following any changes.
- 5.4.5 If applicable, a live register of Members as People with Significant Control (PSC) must be kept, updated and registered with Companies House. A PSC is an individual with the right to appoint/remove the majority of directors. If you only have 3 Members they could each be a PSC (as a PSC is classified as having 33% of the vote). If there are four, or more members, they are PSCs as they have to hold more than 25% of the vote to be classified as a PSC.
- 5.4.6 Members and Directors must sign a consent to act form at the point their appointment is agreed, these signed forms are held on their files by the Governance Specialist.
- 5.4.7 Members and Directors are required to submit full and honest records regarding their declared pecuniary, business and related party interests at the point they are appointed and as soon as practicable when any changes occur. The Governance Specialist is responsible for ensuring this register is treated as a live document and is formally reviewed at every full board of the directors meeting and at least at every Annual General Meeting (AGM) of the Members. The Governance Specialist is responsible for ensuring the register of interests is published on the Huish Trust website; this is a statutory requirement.
- 5.4.8 Records of applicants and appointments are subject to a record retention schedule and must be destroyed in accordance with the timeframes in this schedule.

5.5 Member and Director Vacancies

Types of appointment

- 5.5.1 Members are appointed in accordance with the Articles of Association, the only distinction of role is that of the Ex-Officio DBE membership. Whilst the DBE membership is normally allocated to a specific person, this could be any person that the DBE specifies.
- 5.5.2 At Huish, in accordance with the Articles and Scheme of Delegated Authority (Scheme of Delegation) there are four types of director appointments possible (to note that parent directors do not sit on the board as provision is made for parental representation at the academies via parent governor appointments):
 - a. **Member appointed directors** (with a maximum of 5 possible in accordance with the articles; it is advisable to have at least 3 at any one time as, in accordance with the articles only Member appointed directors can appoint directors through a majority vote, this could be at the AGM, a GM or via a written special resolution). Directors are normally responsible for nominating potential member appointed directors to the members for consideration. This is agreed with directors following the normal internal recruitment process. However, it is in the power of members to make their own appointment as they see fit.

When considering the reappointment of member appointed directors, if they are to continue as this type of director, the members must formally make their reappointment. If this is the case, the timeframes for terms of office and renewal processes must be carefully observed by the Governance Specialist. It is possible for member appointed directors to be reappointed but as a co-opted director if that is preferable at the time.

- b. **Co-opted directors** – these are appointed informally by consensus of the board but formally by a majority member-appointed directors. There is no upper limit, but the percentage composition of the board with relation to Foundation Directors must be considered.
- c. **Foundation directors** (no fewer than 2 provided that the total number of directors does not exceed 25% of the total number of directors, as specified in the Articles of Association) nominated to and appointed by the DBE following appropriate internal vetting and checks at Huish. This is undertaken via the Diosys system with the DBE, administered via the Governance Specialist. The DBE require that at least one of the foundation directors is a 'category 1 or 2' director, meaning that they are a practising Christian and can provide a reference to that effect as part of the application process with the DBE. The other appointment can be a 'category 3', meaning they are prepared to uphold Christian values but are not a practising Christian. Further information is available on the DBE's website: <https://www.bathandwells.org.uk/schools/school-trust-governance/foundation-trustee-member-application-process/>.

Foundation Directors are normally nominated to the DBE for approval by the Directors (as stated in the Memorandum of Understanding) once the internal recruitment process and necessary internal checks prior to appointment have been completed. Once appointed, the normal Huish appointment process and forms will need to be completed, in addition to any requirements made by the DBE. It is important the Governance Specialist works closely with the DBE during the recruitment and appointment process.

- d. **Chief Executive Officer (CEO)** this is an ex-officio role for as long as the current postholder is in place, it is not subject to director recruitment processes but to relevant staff employment procedures. However, director specific vetting procedures may still be applicable.

In addition, any of the above director appointment types can undertake the following roles once they are appointed (with the exception of the CEO):

- e. **Chair of the board of directors** – elected by the board of directors annually based on their commitment to undertake the role and skills profile. Employees of the trust cannot hold this post. The post-holder, if newly elected, must undertake verification checks with the DfE - <https://www.gov.uk/government/publications/academy-trust-chair-suitability-checks>, appointment is not dependent on completion of this process but may be rescinded if rejected by the DfE.
- f. **Vice Chair of the board of directors** – elected by the board of directors annually based on their commitment to undertake the role and skills profile. Employees of the trust cannot hold this post. There are no additional checks required.
- g. **Committee Chair** – elected annually by the board of directors based on their commitment to undertake the role and skills profile. The Terms of Reference will specify any restrictions on appointment. There are no additional checks required.
- h. **Committee Vice Chair** – elected annually by the committee based on their commitment to the role and skills profile. The Terms of Reference will specify any restrictions on appointment. There are no additional checks required.

Procedure for vacancies

5.5.3 When a vacancy arises the Governance Specialist will prepare:

- the profile for the vacancy, which sets out clearly the role, key tasks, responsibilities and obligations of the position;
- a person specification for the vacancy to specify any qualification, training, experience, knowledge, skills and personal qualities needed to achieve the agreed profile;
- the recruitment process including any specialist advertisement requirements – taking account of current safer recruitment practices, equality and diversity issues and the board's need to reflect the communities it serves.

5.5.4 Huish aim to attract a diverse range applicants for vacancies to ensure that the board reflects the community they serve, a variety of methods could be employed to achieve this aim, including:

External

- TES advert
- LinkedIn advert
- Specialist recruitment consultants (at cost, could be considered for hard to fill positions)

Internal

- Huish Trust website
- Social media
- Local governors who may be interested in progressing to a director role
- Network contacts of existing members, directors, governors and senior leaders

5.6 Recruitment and appointment procedure for new directors and members

Application pack

- 5.6.1 The Governance Specialist is responsible for providing prospective candidates with communications giving details of who to contact for further information, the application deadline and a pack of key information and relevant forms to complete and return.
- 5.6.2 All applications received are checked for completeness, acknowledged and recorded by the Governance Specialist before being passed to the Nominations Committee for directors, or to Members if a member appointment.

Vetting checks

5.6.3 Alongside the application process the candidate will undergo official external checks as soon as possible including:

- an Enhanced DBS;
- Section 128 check;

additionally, all directors (not members) must undertake;

- a Companies House ID verification (introduction pending at time of policy approval);

as soon as possible at the point of application. If the check is unsuccessful the board/members must be notified immediately, and any offer of appointment may be rescinded.

- 5.6.4 The Governance Specialist is responsible for arranging the checks to take place with HR and for ensuring progress at key stages is tracked and recorded accurately and in a timely way.
- 5.6.5 Results of the checks will be recorded on the establishment's Single Central Register (SCR). The Governance Specialist is responsible for arranging this to take place with HR.
- 5.6.6 Copies of documents used to verify identity must be retained, signed and dated by the person who verified (this could be the Governance Specialist, HR or another member of staff). The Governance Specialist is responsible for ensuring copies of records are retained correctly, regardless of who completes the check.
- 5.6.7 In ideal circumstances the vetting checks would be completed successfully prior to the Nomination Committee meeting. Where this is not possible, they should be completed prior to the board approving the appointment. If this is not possible then the board can still approve the appointment but make it subject to the successful completion of the DBS and Section 128 with a start date to be confirmed following successful completion of the checks process.
- 5.6.8 **Appointments must not be confirmed until the DBS check is completed successfully.** All appointments are subject to the successful completion of a DBS check. If the check is unsuccessful the trust board must be notified immediately.

References

- 5.6.9 Where possible, **two** references will be obtained from the current and previous employer or suitable alternative referee for all applications. These will ideally be obtained prior to the nominations committee convening for directors or prior to members meeting to consider the application of a new member. Where employment references are not possible character references from professional acquaintances (excluding family members and close friends) may be an acceptable alternative – for example if they volunteer elsewhere or are a member of an organisation such as a community group or church. Open references will not be accepted.
- 5.6.10 All references will be checked by the Governance Specialist to ensure that all specific questions have been answered satisfactorily and must be verified by telephone, with responses recorded on the appropriate form and held on the personnel file. A standard reference verification form template is available from HR.

Nominations Committee

- 5.6.11 Prospective candidates must be invited for an interview with the Nomination Committee prior to them being considered by the board. The role, process and membership of the Nomination Committee is laid out in their terms of reference.
- 5.6.12 The committee should be convened once the Governance Specialist is satisfied the application process has been completed correctly, and once the references have been gathered and ideally verified.
- 5.6.13 The meeting is a chance for the prospective director/member to learn more about the role and their suitability for it. The meeting should take into account their application and highlight any gaps, discrepancies or inconsistencies in employment or previous work/engagement with children that are apparent, as well as any potential conflicts of interest. Questions will be asked about the applicant's attitudes and motivation for wanting to volunteer in an educational setting.
- 5.6.14 Following the interview the committee will identify the candidate(s) who best match the agreed criteria and will agree whether to nominate them for consideration by the board. The Governance Specialist will write to them at this stage to confirm the status of their application and give indicative timescales if their application is being taken forward, or if not, reasons for why it is not being taken forward.

5.7 Appointment and Induction

- 5.7.1 The Governance Specialist will prepare a paper detailing the reasons for the Nomination Committee proposing the appointment. Depending on the type of appointment (co-opted or member appointed) the appointment must be made by the relevant body. Ideally this will be at a meeting but could, if required, be made via a written resolution. If it is a Foundation Director appointment, then the DBE formally make the appointment and the Governance Specialist ensures that the board are formally made aware of this at the next meeting. Directors/Members vote on the appointment in accordance with the Articles.
- 5.7.2 On appointment, new directors/members are sent a letter by the Governance Specialist to confirm their appointment, subject to a satisfactory Enhanced DBS application and references, giving details of the nature of the appointment, term of office, initial contact information and other key information they will need or will need to provide. The same process will be followed for Foundation Directors to confirm the terms of appointment to their role within the RHT.
- 5.7.3 The Governance Specialist will ensure that the new director/member completes key forms and provides further information relevant to their appointment as laid out in the supporting operational forms and templates, this will include the Skills Audit and other necessary declarations.

Induction

- 5.7.4 Induction is vital to ensure new directors/members are aware of what their role entails are enabled to make valuable contributions as soon as possible to the board's proceedings. As each appointment is different the Governance Specialist will work to design a bespoke induction programme, based on core elements with other elements (such as non-mandatory training and induction meetings) considered on an individual basis to support the needs of the individual.
- 5.7.5 Once the necessary appointment documentation has been secured, the Governance Specialist will collate a tailored induction pack for the new director/member. This will be based on a template of core and other relevant documentation dependent on the type of appointment and whether the director is being considered for appointment to any committees or take on any other specific roles (e.g. chair/vice chair of the board or a committee, safeguarding lead, SEND lead etc).
- 5.7.6 The induction period will include the requirement for the new director/member to complete mandatory training and confirm they have read key trust documentation. These are administered via the trust's Smartlog system for which the Governance Specialist is responsible for overseeing for directors and members, with support from HR. The Governance Specialist must ensure that all key training/documents are completed in a timely manner as soon as possible from the appointment date.
- 5.7.7 The induction process will also include the new director/member meeting with key trust/board personnel. This will be considered on an individual basis dependent on the type of appointment and specific responsibilities they carry. But as a minimum, this will normally involve an induction meeting with the CEO/Chair of the board, Governance Specialist and Chair of the committee(s) they will be a member of. It may also include other key executive/central team members. A tour of the trust may be helpful to those new to it and will be considered as necessary.
- 5.7.8 The new director/mentor will be offered the chance to have a peer mentor on an informal basis for the duration of their induction period, or longer if both parties are happy to continue the arrangement. The Governance Specialist is responsible for overseeing this process.
- 5.7.9 The Governance Specialist will ensure that the new director/member has an account created with the National Governance Association (NGA) and advises them of the non-mandatory training available via this portal that may be helpful to them in their new role and beyond.
- 5.7.10 The Governance Specialist will ensure that an induction checklist is completed and held on the director's file.

5.8 Reappointment procedure

Members

- 5.8.1 Members remain in role until such time as they resign, or under exceptional circumstances, removal/termination of their role.

Directors

- 5.8.2 In order to maintain a balance between the number of experienced and new members the aim is for a steady and considered renewal and turnover within the board. When considering the renewal of existing directors, a balance must be struck between the continuity of experienced and established members and the fresh perspective a newly appointed director may bring.
- 5.8.3 To achieve this the trust has adopted the following, each director:
- is appointed for a fixed term of four years;
 - may serve a maximum of two fixed terms of service - to an overall maximum of eight years;
 - by exception, and on a case-by-case basis, may be considered for re-appointment by the trust board beyond two terms.
- 5.8.4 The re-appointment at the end of a term of office is not automatic. The Governance Specialist will ascertain, no later than three months before the expiry of the term of office, whether a director wishes to seek re-appointment. If they do then the following process will apply, further details are contained in the Standing Orders of the Board section of this document:
- (i) the director completes a reappointment form, detailing the reasons for why they wish to continue as a director and providing up to date personal information for their file;
 - (ii) the Governance Specialist ensures their request for reappointment is considered at the next full board meeting/via written resolution/or via the appropriate appointing body (Members/Diocese as appropriate) if timing is an issue but that should be by exception as the board/appointing body should have the opportunity to actively consider the reappointment;
 - (iii) the director who is being considered for reappointment must not be present for discussions about their reappointment, the Governance Specialist will ask them to step out of the room for the relevant agenda item.
- 5.8.5 Upon the proposed renewal of existing directors the board/appointing body should consider whether the individual demonstrates their commitment to the board by:
- attending meetings on a regular basis;
 - making valuable contributions on a regular basis;
 - enacting and upholding the Code of Conduct and Nolan's Seven Principles Of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) in carrying out these responsibilities.
- 5.8.6 It is possible to redesignate existing directors to a different type of appointment. Within the bounds of the Articles there are several possible combinations of this, for example:
- a member appointed director could be renewed as a co-opted director, appointed by directors (or vice

versa);

- a co-opted director could cease their co-opted appointment ahead of the end of their term of office, or at the end of their term of office, and be appointed by the DBE as a foundation director.

5.8.7 Where re-appointment is sought, the Governance Specialist will ensure the re-appointment is firstly considered by the Nominations Committee who then make a recommendation to the trust board to reappoint, or not, in light of the current balance of the board's members and future needs of the board. Dependent on the role type the trust board can then either approve the (re)appointment or nominate the (re)appointment to Members or the DBE to make the appointment.

5.8.8 Re-appointments are not normally subject to a renewed DBS application; there is currently no requirement in the Keeping Children Safe in Education (KCSiE) to re-do a DBS after a set number of years. The exception is if the person being reappointed is taking on a new role with a significant increase in responsibility; the only current example of this would be a director moving to the chair of the board position in which case an ID verification process with the ESFA must be followed which involves them undertaking an independent DBS check. Another possible exception is if there is a break in the appointment dates of at least 3 months, advice should be sought from HR in this eventuality.

5.8.9 The directors' reappointment information (term of office/role/changes to personal information as applicable) must be updated on the trust website, Companies House and the DfE Get Information About Schools (GIAS) website (all within 14 days of the change).

5.9 Succession Planning

5.9.1 Succession planning is a way of ensuring a governing body remains effective by maintaining a steady supply of members with relevant skills and attributes. It is important that the board prepares for succession either for its general membership and with particular reference to key leadership roles.

5.9.2 Ideally succession planning forms part of the culture of the board, to consciously plan ahead to avoid, as best as possible, significant dips in membership and/or directors who are unwilling or unsure about stepping up into the role of chair, vice chair or committee chair. Succession planning is undertaken by the board when reviewing its membership and identifying directors whose term of office are near completion. This should be done on a regular basis and as part of the normal dialogue on board membership at meetings. The Governance Specialist should ensure this features on the agenda on a regular basis and guides discussions to help the board, normally via the Governance Committee, understand the process and timeframes for recruiting new directors.

5.9.3 Potential director candidates may apply at any time in advance of any vacancy arising to assist with succession planning. Potential candidates must be asked to provide consent for their details to be held by the Governance Specialist until a suitable vacancy arises.

5.10 Chair, Vice-Chair and Committee Chairs

5.10.1 The positions of chair and vice chair of the trust board are for a one-year period after which time the posts will be open to all directors (with the exception of the CEO). The Standing Orders for the Trust Board provide further guidance on the nomination and election process of the chair, vice chair and committee chairs and vice chairs.

- 5.10.2 Any directors who wish to be considered for the position of chair, or vice chair in the future, but feel they do not have the necessary experience may be mentored by the existing chair/vice chair until they acquire the experience for the position. This approach is good practice in terms of succession planning.
- 5.10.3 The nomination and election process will take place towards the end of the academic to ensure chairing arrangements are confirmed for the next academic year and that there is no gap in arrangements for the summer period.

5.11 Resignation and Termination of appointment procedure

- 5.11.1 The Articles of Association provide details about the procedures to follow if a Member of Director wishes to resign ahead of their term of office ending, or if their appointment needs to be terminated for any of the reasons listed within the articles.
- 5.11.2 If a director wishes to resign, they should do so in writing to the Chair of the Board via the Governance Specialist. If it is the Chair of the Board resigning, they should contact the Governance Specialist. The final date of their active service will be agreed, and their resignation formally noted by the board at their next meeting. For Foundation Directors they must also formally resign by notifying the DBE, the Governance Specialist is responsible for checking this has been actioned and must update the Diosys system accordingly.
- 5.11.3 If a member wishes to resign, they must do so in writing to the Governance Specialist who must consult the articles before accepting their resignation to ensure there are sufficient numbers of members still in place.
- 5.11.4 A member's role may be automatically terminated, or a member may be removed by the other members, subject to specific conditions specified in the Articles of Association.
- 5.11.5 The Governance Specialist is responsible for updating the register of directors and members held by the trust and published on the website accordingly, along with information on Companies House, and the DfE's Get Information About Schools.

6. GOVERNOR APPOINTMENT AND SUCCESSION PROCEDURES

6.1. Introduction and aims

6.1.1 This procedure sets out the way in which Richard Huish Trust (RHT) manages the membership of its Local Governing Bodies (LGBs) to ensure:

- there is a robust approach to managing the membership of local governing boards by those responsible within the LGB;
- there is clear guidance regarding roles and responsibilities for the management of LGB composition and membership.

6.1.2 It is applicable to all LGBs and should be part of the Clerk and Chair's toolkit for the management and administrative duties related to operating their LGB.

6.1.3 This section is not applicable to the recruitment or succession of Directors or Members of the Trust.

6.2 Roles and responsibilities

Clerks

- 6.2.1 To ensure the process and associated record keeping for governors on behalf of their LGB(s) is adhered to and enacted as specified in this procedure.
- 6.2.2 To engage with governors to ensure they complete all mandatory training.
- 6.2.3 To advise their LGB regarding the due process of recruiting and appointing new governors in line with this procedure, ensuring that all governor appointments are passed through to the trust board for approval.
- 6.2.4 To advise their LGB with regard to succession planning and implementation of procedures for governors serving more than a single term of office or changing roles.

Local Governing Bodies (LGBs)

- 6.2.5 The LGB has a Scheme of Delegation, detailing the delegated responsibilities which the Clerk and Chair must have a working awareness of. The Governance Procedures sets out the composition of LGBs.
- 6.2.6 In relation to the appointment and retention of governors, the LGBs are responsible for:
 - regularly monitoring the composition and membership of their board and evidencing this clearly in the minutes of relevant meetings;
 - identifying the need to recruit governors of different categories and agreeing a recruitment plan;
 - pro-actively seeking potential new governors as the need arises (normally via the Clerk);
 - performing (safer) recruitment procedures locally (via the Clerk) to assure themselves that candidates meet the criteria for how governors are expected to conduct themselves and that they are able to perform required duties;
 - locally agreeing at an LGB meeting to nominate potential new governor appointments to the Trust's Board of Directors, the appointing authority, for approval;
 - seeking DBE approval, if required;
 - confirming the appointment of new governors to the candidates only once all necessary elements of the recruitment process are complete;
 - keeping an up-to-date record of governor appointments, roles and terms of office on the academy's website (via the Clerk) and updating the DfE's 'Get Information About Schools' (GIAS) portal in a timely way (via the Clerk);
 - ensuring that new governors are provided with an induction.

The Trust Board and Governance & People Committee

- 6.2.7 The Trust Board and Governance & People Committee are responsible for:

- receiving and considering the recommendations for appointment of new governors from LGBs (via the Clerks and Governance Specialist);
- making an informed decision, based on relevant supporting information provided by the LGBs, to approve, or not, the appointment of new governors to LGBs;
- informing LGBs (via the Governance Specialist) that appointments have been approved, or not, in a timely way.

6.2.8 The Governance Specialist works on behalf of the Trust Board and Governance & People Committee, in conjunction with the Clerks at the LGBs, to ensure the procedure for appointing new governors operates smoothly and in line with this procedure and related procedures and policies.

6.3 Membership

6.3.1 The membership of an LGB will vary according to its terms of reference and role. Guidance on the composition of LGBs is given within section 7 of this document.

6.4 Eligibility and Self-Declaration

6.4.1 A person is disqualified from acting as a governor if any of the reasons shown in the disqualification reasons table:

6.4.2 Governors must complete an annual eligibility self-declaration as part of the annual declaration of interest form.

6.5 Record Keeping

6.5.1 The Trust must be transparent about its governance arrangements (this is a 'must' in the Academy Trust Handbook). It is therefore essential that accurate and up to date records of governor appointments are maintained in a timely way; this is the responsibility of the clerk.

6.5.2 It is a statutory requirement that records about governors are maintained, reviewed regularly and that up-to-date information is published. The Clerks have access to templates and checklists regarding [statutory] information that should be collected and published for all governors. Application forms, reference letter templates and verification forms are retained in accordance with data regulations and the RHT's records management retention schedule. The Huish Governance Privacy Notice provides full details on information held on governors.

6.5.3 The clerk is responsible for ensuring that the Department for Education's (DfE's) Get Information About Schools (GIAS) is updated within 14 calendar days of the appointment, renewal, change of role, removal or resignation of a governor. This is a statutory requirement.

6.5.4 The clerk is responsible for ensuring that the academy's website governance page is kept up-to-date in line with the statutory information that must be published about governors and that this is done in a timely way, ideally in tandem with the GIAS information, following any changes.

6.6 Governor vacancies

6.6.1 When a vacancy arises the LGB, via the clerk, will prepare the following:

- The profile for the vacancy, which sets out clearly the role, key tasks, responsibilities and obligations of the position of director/governor, together with the time commitment required.

- A person specification for the vacancy to specify any qualification, training, experience, knowledge, skills and personal qualities needed to achieve the agreed profile.
- The recruitment process including any specialist advertisement requirements – taking account, current safer recruitment practices, equality and diversity issues and the LGB's need to reflect the communities it serves.

6.6.2 The trust aims to attract a diverse range applicants for LGB vacancies to ensure that LGBs reflect the communities they serve, and have the range of skills, experience and up-to-date knowledge they need to fulfil their role; boards can use a variety of methods to achieve this aim, these include:

External

- Contacting local community groups
- Posters at local community notice boards
- Local press
- Paid for recruitment services may be an option but the cost aspect needs to be carefully considered:
 - Reach <https://reachvolunteering.org.uk/recruit-volunteers>
 - Governors for Schools [Governors for Schools - Effective Governors, Excellent Schools](#)

Academy based

- Academy's website
 - Academy's social media
 - Notice in academy's newsletter or equivalent
 - Communications with parents/students as applicable
 - Network contacts of existing governors and senior leaders
 - Internal communications with staff via headteacher (e.g. for staff governor vacancies)
- 6.6.3 The advert will note any specific skills required, the vacancy type and that governors must demonstrate a commitment to safeguarding and promotion of the welfare of children, young people and vulnerable adults, and equality and diversity by use of policy statements, including the requirement that all governor posts require clearance from the Disclosure and Barring Service [DBS].
- 6.6.4 When recruiting and considering the renewal of existing governors, a balance must be struck between the continuity of experienced and established members and the fresh perspective a newly appointed governor may bring.

6.7 Recruitment and appointment procedure for new governors

Application pack

- 6.7.1 The clerk is responsible for providing prospective candidates with communications giving details of who to contact for further information, the application deadline and a pack comprising (templates available to clerks in the virtual [Governance Handbook](#)):

- volunteers application form including equal opportunities monitoring form;
- role profile;
- information as agreed by the LGB;
- the guidance notes on the DBS requirement (including requirement to provide proof of identity);
- a governor Eligibility Self-Disclosure Form;
- conflicts of interest form;
- other relevant documents appropriate to the vacancy.

6.7.2 All applications received are checked for completeness, acknowledged and recorded by the clerk.

Parent, Staff and Foundation Governors

6.7.3 Parent, staff and foundation governors are all nominated for approval by the groups they represent. Further guidance on their appointment process is in the Scheme of Delegation. Whilst the governing board cannot formally decide whether or not to take forward a prospective governor from one of these categories it is advisable to still meet with them to discuss the nature and commitment expected for the role to help fully inform the prospective governor. These types of appointment are subject to formal ratification by the trust board, the clerk is responsible for sending details to the Governance Specialist to enable this. Where prospective parent governors are also members of staff at the same academy this should be taken under consideration as it may skew the membership of the LGB and impact upon the LGB's ability to call impartial panels for activities such as reviews of exclusions and complaints.

6.7.4 For parent and staff governors, if the ballot of parents results in a tied vote and there are not sufficient governor vacancies of that type to accommodate the elected parties, the Chair of Governors plus the Headteacher will interview the candidates who received equal votes. The skills and supporting letter provided by each nominated candidate will be taken into account in reaching a recommendation for appointment. The recommendation for appointment will take due account of the skills which the nominated candidate will bring to the LGB and those required for the LGB to effectively carry out its statutory duties. If there are other governor vacancies where the other candidate(s) may be suitable, this should be considered.

6.7.5 For foundation governors the LGB can nominate a current governor (and redesignate the category) or an external person. The LGB will recommend the nominee for trust board approval and the applicant will be asked, by the clerk, to complete an application form for the Diocese Board of Education (DBE) approval. The clerk is responsible for processing this application with the DBE via their portal system.

Other governor positions (excluding parent, staff and foundation)

6.7.6 **Interview:** Prospective candidates must be invited for an interview with at least the chair and/or vice chair of governors. The meeting is a chance for the prospective governor to learn more about the role and their suitability for it. The meeting should take into account their application and highlight any gaps, discrepancies or inconsistencies in employment or previous work/engagement with children that are apparent, as well as any potential conflicts of interest. Questions will be asked about the applicant's attitudes and motivation for wanting to volunteer in an educational setting.

- 6.7.7 Following the interview the panel will identify the candidate(s) who best match the agreed criteria and will agree whether or not to nominate them for consideration by the LGB. The clerk will write to them at this stage to confirm the status of their application and give indicative timescales if their application is being taken forward, or if not, reasons for why it is not being taken forward.
- 6.7.8 The LGB will decide whether to recommend the appointment to the trust board based on the application information (if sharing application form with the wider governing board personal information, such as date of birth, NI number, phone numbers and home address, must be redacted), references received and a (verbal) summary provided by the interview panel. If the LGB agrees to recommend the appointment the application, references and any supporting comment from the LGB must be sent to the Governance Specialist to the trust board in support of the application.
- 6.7.9 Potential governor candidates may be interviewed at any time in advance of any vacancy actually arising to assist with succession planning. Potential governor candidates must be asked to provide consent for their details to be held by the clerk until a suitable vacancy arises.
- 6.7.10 Records of all applicants, including those who are not taken forward for appointment, will be kept for a minimum of 6 months by the clerk in case an applicant wishes to make a complaint of discrimination, and a maximum of 12 months.

References

- 6.7.11 Where possible **two** references will be obtained from the current and previous employer for all governor applications. If there is an interview process these will ideally be obtained prior to interview. Where employment references are not possible character references from professional acquaintances (excluding family members and close friends) may be an acceptable alternative – for example if they volunteer elsewhere or are a member of an organisation such as a community group or church. Open references will not be accepted.
- 6.7.12 All references will be checked by the clerk to ensure that all specific questions have been answered satisfactorily and must be verified by telephone, with responses recorded on the governors personnel file. A standard reference verification form template is available from HR.

Appointment and Induction

- 6.7.13 **All governor appointments must be ratified or approved (as defined in the Scheme of Delegation) by the trust board.** Governors are nominated for appointment by the LGB to the trust board via the clerk. A governor is not officially able to start in their role (ie able to vote) until the trust board have confirmed appointment, but may attend meetings as an observer which can be a useful part of their induction process (as long as they are accompanied if there are children present in the locality of the meeting venue where a DBS is still pending). The Governance Specialist will confirm appointments to the clerk. Appointment may still be subject to relevant checks being completed successfully.
- 6.7.14 On appointment, new governors are sent a letter by the clerk to confirm their appointment, subject to a satisfactory Enhanced DBS application and references, giving details of the nature of the appointment, term of office, initial contact information.

- 6.7.15 If not already in place, the new governor must sign the Declaration of Interest form and Eligibility statement.
- 6.7.16 A new governor induction pack will be sent by the clerk, guidance on compiling this is available from the [Governance Handbook](#) and the Governance Specialist. An induction session for new governors will be offered via the clerk by the Governance Specialist where they can learn more about the trust, their duties, and responsibilities, the Clerk is responsible for providing the booking link to governors.

Vetting Checks

- 6.7.17 Alongside the formal appointment process the candidate will undergo an Enhanced DBS and Section 128 check as soon as possible and this will be recorded on the establishment's Single Central Register. The clerk is responsible for arranging this to take place with HR. Documents used to verify identity must be retained. All appointments are subject to the successful completion of a DBS check. If the check is unsuccessful the trust board and LGB must be notified immediately and any offer of appointment may be rescinded, but this must be judged on a case-by-case basis with advice taken from HR.

Single Central Register (SCR)

- 6.7.17 LGB Governors' vetting checks will be held on the SCR at each individual school which is normally administered by the school administrative staff, or the HR team at the college. It is critical this is kept up to date and that the clerk liaises effectively with the school and HR during the appointment of a new governor to ensure that all required information is present and correct.

6.8 Governor resignation, removal, renewal and reappointment

Appointment tenure

- 6.8.1 In order to maintain a balance between the number of experienced and new members the aim is for a steady renewal and turnover within the LGB.
- 6.8.2 To achieve this the trust has adopted the following, each governor:
- is appointed for a fixed term of four years (there are limited exceptions, see the Scheme of Delegation);
 - may serve a maximum of two fixed terms of service - to an overall maximum of eight years;
 - by exception and on a case-by-case basis, may be considered for re-appointment by the trust board beyond two terms if:
 - i. they have special skills that would be otherwise difficult to find;
 - ii. their level of governance experience is required to balance the relative inexperience of a high number of new members;
 - iii. they perform a specific role and the appointment of a successor is proving challenging.

Restrictions of appointment or continuing appointment of governors

- 6.8.3 No person may be a Governor, if
- they are disqualified from being a charity trustee pursuant to the Charities Act 2011; [Disqualification Reasons Table v3.odt](#);

- they have an unspent conviction which, in the reasonable opinion of the Directors, makes them unsuitable to serve as a member of the LGB;
- they would be disqualified under regulations which came into force on 1 August 2018, to include senior management positions;
- they would be disqualified from serving as in accordance with **Articles 68-80** of the Articles (which apply to LGB members as stated in Article 80).

6.8.4 If at any time, whether before or after appointment, the Directors reasonably believe that a Governor is unsuitable to hold such an appointment, the Directors may direct that such Governor shall resign (or be prevented from taking office). The Directors shall only use this power in exceptional circumstances.

Reporting governor appointments to the Trust Board

6.8.5 All appointments to the LGB or resignations from the LGB are to be reported to the RHT Governance Specialist in a timely manner of such appointment or resignation together with details of the type of Governor involved (i.e., Parent, Staff etc.). The DfE Get Information about Schools website is to be updated within the 14-day statutory notification period.

Resignation or termination of a governor role

6.8.6 A person serving on the LGB shall cease to hold office if:

- they resign their office by notice in writing to the LGB (normally to the Chair/Clerk);
- they are removed by the body who appointed them unless they are a Parent or Staff Governor, who may be removed by the Directors for reasons which may include the above restrictions or failure to work within the relevant Code of Conduct;
- a Staff Governor who ceases to work at the Academy;
- their term of office is not renewed;
- a Parent Governor ceases to be a parent of a child attending the Academy; in this instance the governor may complete their current term of office, or can be moved to a different role with the appropriate approval from the appointing body as appropriate to that role.

Renewal of governor appointments

6.8.6 Upon the proposed renewal of existing governors the LGB should consider whether the individual demonstrates their commitment to the LGB by:

- attending LGB meetings on a regular basis;
- making valuable contributions on a regular basis;
- enacting and upholding the Code of Conduct and Nolan's Seven Principles Of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) in carrying out these responsibilities.

6.8.7 It is possible to redesignate existing governors to a different type of governor position. For example, a parent governor who no longer has children at the academy, who wishes to continue as a governor with the support of the LGB, could be redesignated to another type of appointment. This will not affect the overall number of terms of office as that applies to the individual rather than the type of governor appointment.

6.8.8 The re-appointment at the end of a term of office is not automatic. The clerk will ascertain, no later

than three months before the expiry of the term of office, whether a governor wishes to seek re-appointment.

6.8.9 Where re-appointment is sought, the clerk will ensure the re-appointment is considered by the LGB who then make a formal recommendation to the Trust Board. Where the Trust Board determines to make a re-appointment, the Governance Specialist will confirm this to the clerk including the term of office and any other conditions attached to the re-appointment.

6.8.10 Re-appointments are not normally subject to a renewed DBS application; there is no requirement in Keeping Children Safe in Education (KCSiE) to re-do a DBS after a set number of years. The exception is if the person being reappointed is taking on a new role with a significant increase in responsibility; an example of this would be a governor moving to a director position; not a governor taking on a chair role.

6.8.11 The governors' reappointment information (term of office/role as applicable) must be updated on the academy website and the DfE Get Information About Schools (GIAS) website (within 14 days of the change).

6.9 Succession Planning

6.9.1 Succession planning is a way of ensuring a governing body remains effective by maintaining a steady supply of members with relevant skills and attributes.

6.9.2 It is important that the LGB prepares for succession either for its general membership and with particular reference to key leadership roles. In the latter case, the LGB may identify a suitable candidate within the LGB to fill a future role and provide any training necessary for the individual to fulfil that role.

6.9.3 Succession planning is undertaken by the LGB reviewing its membership and identifying governors whose term of office are near completion. This should be done on a regular basis and as part of the normal dialogue on board membership at meetings. The clerk should ensure this features on the agenda on a regular basis and guides discussions to help boards understand potential gaps, dips and problems with recruiting new governors so action can be taken. Ideally it forms part of the culture of the LGB to consciously plan ahead to avoid, as best as possible, significant dips in membership and/or governors who are unwilling or unsure about stepping up into the role of chair or vice chair.

6.10 Chair and Vice-Chair

6.10.1 The positions of chair and vice chair of the LGB are for a one-year period after which time the posts will be open to all governors (neither the headteacher/principal, nor any staff member shall be eligible to be appointed as Chair). The LGB will make a recommendation to the Board annually for the Board to appoint the LGB Chair. The LGB will appoint the vice chair position themselves annually, subject to ratification by the trust board.

6.10.2 As part of the succession planning, the governor development process and the discussions at the LGB, the chair of governors will usually be identified from existing members. Any members who wish to be considered for the position of chair but feel they do not have the necessary experience may be mentored by an existing chair until they acquire the experience for the position. The LGB operates a nomination process for these positions, via the clerk, this can be done electronically.

6.10.3 The nomination/election process would normally take place towards the end of the academic year with requests for nominations being circulated. Should there be more than one nomination for either role, the nominees' applications will be put to a vote. The nominees should step out whilst voting takes place.

6.10.4 LGBs recommend their chair for approval by the trust board via the clerk to the Governance Specialist.

6.10.5 The position of vice chair does not automatically confer the right to be chair should the vacancy arise. As with other positions, an election process is in place when the vacancy arises.

7. OPERATION OF THE LOCAL GOVERNING BOARDS (LGBs)

The LGBs are established to ensure the good governance of their Academy. The LGB shall be the Governing Body for their Academy as required by the Master Funding Agreement. This is an agreement entered into between Huish and the Secretary of State for Education (SoS) governing the affairs of

7.1 Constitution of the LGB

7.1.1 The constitution, membership, and proceedings of each LGB is determined by the Trust Board as follows:

LOCAL GOVERNING BOARD (LGB) SUMMARY OVERVIEW OF COMPOSITION AND APPOINTMENTS

Composition:

- Ordinarily, there shall **not be less than eight or more than twelve** governors serving in an LGB.
- **No more than one third** of the Governors of the LGB **shall be employees** of Huish (excluding the headteacher/principal in their ex-officio capacity).

Attendance by Directors:

- Whilst Directors would not normally be appointed to an LGB, the Directors (all or any of them) shall be entitled to attend meetings of the LGB if they have first informed the Chair of the LGB of their intention to attend. Any Director attending a meeting of the LGB shall be entitled to speak but shall not be entitled to vote.

Appointment and termination (for full details refer to relevant section – section 6).

- Governors can only be removed from office by the body that appointed them; refer to relevant section regarding appointment and termination of office.
- The appointment type of governors may change during their terms of office as necessary.
- Subject to remaining eligible to be a particular type of Governor on the LGB, any person may be re-appointed or re-elected to the LGB for a second term of office. **Proposals to reappoint or re-elect for a third term of office require the approval of the Board of Directors.**

Type of Governor	Number	Term of Office	About the appointment	Appointing body	Additional information
Headteacher / Principal	1	Indefinite	Ex-officio with Headteacher/Principal appointment.	Appointed by the RHT Board.	Appointment must be in consultation with the Diocese if in relation to a Church School; governor role is automatic upon appointment.
Chair of LGB	1	Annual	The Chair of the LGB cannot be an employee of the trust.	Appointed by the RHT Board (with delegation to the G&P Committee).	The Board of Directors, as the appointing authority, reserves the right to remove the Chair if the need arises. The role may be shared for logistical purposes if necessary.
Vice-chair of LGB	1	Annual	The Vice-chair of the LGB shall be appointed by a majority vote of the LGB governors.	Formal ratification by RHT Board (with delegation to the G&P Committee)	The role may be shared for logistical purposes if necessary.

Parent governors	2	4 Years (School Parent Governors) 2 Years (College Parent Governor)	Parent governors shall be elected by the parents of registered pupils at the Academy. They must be a parent of or have parent responsibility for a pupil at the Academy at the time when they were elected.	Formal ratification by RHT Board (with delegation to the G&P Committee)	
Staff governors	2	4 years	The members of the LGB invite nominations from all staff employed by the Academy and, where there are any contested posts, shall hold an election by a secret ballot	Formal ratification by RHT Board (with delegation to the G&P Committee)	
Other Governors	Up to a max. of 12	4 years	Governors are recommended for appointment to the RHT Board by the LGB.	Appointed by the RHT Board.	
Foundation governors	2 (25%)	4 years	Relevant to CofE Schools only. Nominated for appointment by the LGB to the Diocesan Board of Education (DBE)	Appointed by the DBE, formal ratification by RHT Board (with delegation to the G&P Committee)	The Clerk is responsible for administering the application process with the DBE for this appointment.
Associate Governors (Student) to the College Governing Board	Recommended max. of 2; for the CGB to determine	1 academic year	Associate Governors (Student) must be current students, can be under 18 years of age, are not able to vote and do not count towards the quorum.	Appointed by the College Governing Board.	To note that persons under the age of 18 cannot be appointed as governors in alignment with the Articles.

7.2 Appointment, removal and specific responsibilities of the Chair and Vice Chair.

Chair of Governors - appointment

7.2.1 The Chair of the LGB shall be appointed by the Directors, following the recommendation of, and if necessary further consultation with the Governors of the LGB, and may be removed from office by the Directors. The Chair of the LGB shall be appointed for a period of a year. A person employed by Huish (whether or not at the same Academy) shall not be eligible to be appointed as Chair.

Chair of Governors - responsibilities

7.2.2 The Chair of the LGB is responsible for:

- ensuring that the business of the LGB is appropriately organised;
- for acting as the communication link between the LGB and the Academy Head teacher/Principal;
- reporting to the Board of Directors where applicable, through the CEO;
- providing strategic leadership of matters such as formulating the LGB's strategy for executing its duties;
- encouraging high standards of propriety;
- promoting efficient and effective use of resources including staff;
- ensuring that decision making takes account of governance documents and ministerial guidance;
- representing the view of the LGB to the general public;
- providing an assessment of the performance of individual Governors on request e.g. when they are considered for re-appointment to the LGB.

Vice Chair of Governors - appointment

7.2.3 The Governors of the LGB shall elect a Vice Chair from among their number. All appointed Governors of the LGB are eligible to be elected unless they are also a director of Huish, or an elected staff governor of the academy. Any election of the Vice Chair which is contested shall be held by secret ballot.

Resignation of Chair or Vice Chair of Governors

7.2.4 The Chair and/or Vice Chair may at any time resign his/her office by giving notice in writing to the LGB which will inform the Board of Directors. The Chair or Vice Chair shall cease to hold office if:

- they cease to serve on the LGB;
- the chair is employed by Huish whether or not at the Academy;
- they are removed from office in accordance with these procedures.

Absence of the Chair of Governors

7.2.5 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the members of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

Removal of the Chair or Vice Chair of Governors

7.2.6 The LGB Chair may be removed by the Board of Directors, and the Vice Chair may be removed by a resolution of the LGB. A resolution to remove the Chair and/or Vice Chair from office shall not have effect unless it is confirmed by a meeting of the Board / LGB and the matter of the Chair/Vice Chair's removal from office is specified as an item of business on the agenda for that meeting.

7.2.7 Before a resolution is passed by the Board of Directors or LGB at the relevant meeting to remove the Chair/Vice Chair from office, the person or persons proposing either of their removals shall at that meeting state their reasons for doing so and the Chair/Vice Chair shall be given an opportunity to make a statement in response.

Long term vacancy of Chair/Vice Chair roles:

7.2.8 Where there are ongoing vacancies for the positions of Chair and Vice Chair the role at least of Chair must be filled forthwith.

7.2.9 The LGB may consider filling the Chair/Vice Chair positions by sharing the roles between two candidates the LGB is willing to support through the normal voting process. In the event co-chairs and/or co-vice-chairs are appointed the LGB, with the support of the Clerk must ensure that the split of roles and responsibilities between the postholders is defined and agreed.

7.2.10 If existing governors within the LGB do not volunteer the trustees may intervene as follows:

- Nominate a chair of another LGB to be named as an interim chair
- A director (trustee) may be nominated to become an interim chair
- Merging of LGB with another LGB

7.3 Sub-committees and task and finish groups

7.3.1 The LGB may establish subcommittees which may include individuals who are not governors, provided that such individuals are in a minority. Where there is responsibility delegated to the sub-committee (as approved via the scheme of delegation) only governors retain the right to vote on decisions.

7.3.2 The LGB may delegate to a subcommittee or any person serving on the LGB, the Head teacher / Principal or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either Huish or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision. Any committees established by the LGB will have clear terms of reference setting out their responsibilities to the LGB and Huish.

7.3.3 LGBs may commission task and finish groups to seek information to advise the LGB on any matter they see fit. The group is not delegated any authority to make decisions on behalf of the LGB. It can be constituted by a small group of governors and may seek advice and input from any relevant sources. Once the group has reported its findings to the LGB it will be disbanded unless the LGB confirms otherwise.

7.4 Meetings

7.4.1 Subject to the provisions contained in the Scheme of Delegation and terms of reference for LGBs the LGB may regulate its proceedings as the governors think fit.

- 7.4.2 The LGB shall meet at least termly. Meetings of the LGB shall be convened by the Clerk to the LGB. Wherever possible, meetings of the LGB shall be timed to be approximately seven to fourteen days before each meeting of the main Board of Directors.
- 7.4.3 Each Governor shall be given at least seven clear days' notice before the date of a meeting and a copy of the agenda and relevant papers unless the Chair determines that there are matters demanding urgent consideration in which case shorter notice may be given.
- 7.4.4 The convening of a meeting and its proceedings shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda and relevant papers or any defect in the election, appointment or nomination of any person serving on the LGB.

7.5 Quorum

- 7.5.1 The quorum for a meeting of the LGB or a LGB committee and for any vote on any matter at such a meeting, is one half (rounded up to a whole number) of the membership of the governing body.

7.6 Voting

- 7.6.1 Every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every Governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote.
- 7.6.2 **A resolution in writing (electronic decisions made outside of meetings)**, signed by all the persons entitled to receive notice of a meeting of the LGB or of a subcommittee of the LGB, shall be valid and effective as if it had been passed at a meeting duly convened and held. Such a resolution may consist of several documents in the same form signed by one or more Governors and may include electronic communication.

7.7 Conflicts of Interest

- 7.7.1 The Clerk to the LGB shall maintain a register of the interests of the Governors (including, but not limited to, Personal Financial (pecuniary) Interests as defined below) and this register shall be made available on request to persons wishing to inspect it and published on the Academy website.
- 7.7.2 Any Governor of the LGB or a subcommittee who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest as defined below) and/or related party interest which conflicts or may conflict with his/her duties as a member of the LGB or subcommittee shall disclose that fact to the LGB or subcommittee as soon as he/she becomes aware of it. A person must absent himself from any discussions of the LGB or subcommittee in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 7.7.3 A member of the LGB or a subcommittee has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the member or any person living with the member as his or her partner, is in the employment of Huish or is in receipt of remuneration or the provision of any other benefit directly from Huish or in some other way is linked to Huish or the Academy. A staff member need not declare a financial interest in relation to employment of Huish.
- 7.7.4 Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions on behalf of the Academy. In addition, some family members or business connections of such people are also related parties.

7.8 Minutes of meetings

7.8.1 The minutes of the proceedings of a meeting of the LGB shall be drawn up and signed (subject to the approval of the Governors) at the same or next subsequent meeting by the Chair of the meeting, following approval by those who attended. The minutes shall include a record of all appointments of Governors and all proceedings at meetings of the LGB and of subcommittees of the LGB, including the names of all persons present at each such meeting. The minutes should also include details of decisions taken and actions agreed. The agreed actions from a previous meeting should be included in the agenda for the next meeting.

7.8.2 The Chair shall ensure that copies of the draft minutes of all meetings, including any confidential item(s), of the LGB (and any subcommittees) shall be provided by the Governance Specialist to the Trust as soon as reasonably practicable and, where the need is deemed necessary or urgent, within fourteen days of the meeting. Having been approved by the Chair of that meeting and the Chair shall thereafter ensure that the Governance Specialist to the Trust is provided with updated copies of such minutes if later revisions are made.

7.8.3 The LGB shall ensure that a copy of:

- the agenda for every meeting of the LGB;
- the draft minutes of every such meeting, if they have been approved by the person acting as Chair of that meeting;
- the approved minutes of every such meeting; and
- any report, document or other paper considered at any such meeting,

are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them. There may be excluded from any item required to be made available any material relating to a named teacher or other person employed, or proposed to be employed, at the Academy, a named pupil at, or candidate for admission to, the Academy and any matter which, by reason of its nature, the LGB is satisfied should remain confidential.

7.8.4 The proceedings of the LGB shall not be invalidated by:

- any Governor vacancy; or
- any defect in the election, appointment or nomination of any person serving on the LGB.

7.9 Communications and information supply

7.9.1 The LGB shall ensure that they supply a all required information on the basis specified in Appendix 1.

7.9.2 Communications between the LGB and the Department for Education will be through the Chair unless the LGB has agreed that another LGB member should act on its behalf.

7.9.3 The Chair shall ensure that all members of the LGB, when taking up office, shall receive an induction in governance. The Clerk shall oversee this operationally and ensure that all members of the LGB receive copies of the key Governance Documents as part of their induction.

APPENDIX 1: Summary Operational Guidance for Local Governing Boards (LGBs)

Purpose

To provide a clear and user-friendly summary for Local Governing Boards (LGBs) to use day-to-day to assure themselves that they are operating within the bounds of the Scheme of Delegated Authority (Scheme of Delegation) and are meeting the expectations in the way they operate of the Richard Huish Trust (RHT) Board.

Context

The RHT Board and LGBs are operated by volunteers, whose time and commitment to the Trust is of critical importance. The remit of all LGBs is to support the Trust in delivering its vision of 'delivering exceptional education'. The benefit of being part of a Multi-Academy Trust (MAT) is that the ultimate responsibility for all aspects of operating the Trust lies with the Trust Board and not the LGB. This affords the LGBs the opportunity to have a deep working knowledge and focus on the quality of education in their setting.

Intention

By providing a minimum set of expectations, clearly aligned to the Scheme of Delegation and the Academy Trust Handbook (ATH), LGBs can consider how they can effectively and efficiently execute their duties of their academy delivering exceptional education, whilst having the reassurance that in doing so they are not omitting any key activities. LGBs are encouraged to consider how they operate in a strategic way, basing the needs of the board around identified risk factors for their academy and to consider the relative impact of how they operate.

The purpose of all local governing boards in the Richard Huish Trust is to support their academy to deliver exceptional education.

Governors achieve this by having a good, rounded knowledge of the institution and working collaboratively with the senior leadership in scrutinising key aspects of the education and supporting activities of their academy which include:

- Outcomes (grades achieved)
- Progress (how well pupils are moving on from their starting point)
- Attendance (shown to directly impact on outcomes)
- Behaviour (shown to directly impact on outcomes)
- Safeguarding (including Prevent)
- Special Educational Needs and Disabilities (SEND)
- Pupil Premium (PP)
- Curriculum
- Enrichment (including external school trips)
- Pastoral support
- Schools' religious character (if applicable)
- Staffing (sickness data, surveys, appointments, resignations)
- Complaints
- Exclusions and suspensions (data and decisions as appropriate)
- Policies (approval of policy review schedule annually and approval of delegated policies)
- Public information (what is communicated with stakeholders and assurance for level of compliance for key information about the academy and governors)
- Community engagement
- Risks factors (awareness of)

Governors are not expected to focus in detail on the following activities as these are the remit and responsibility of the Trust Board and professionals employed by the Trust as outlined in the Scheme of Delegated Authority (Scheme of Delegation), although a level of scrutiny is important to ensure they are considered in relation to how the local boards support the Trust's vision, the Trust Board make decisions regarding:

- Financial management
- Estate management
- Health and Safety
- Staffing (management - pay awards, performance and capability)
- Business continuity
- Strategic risk management

Minimum expectations of local governing boards (LGBs)

Activity	Key information	Further information	Clerk
Agendas	Mandatory; Trust agenda content must be used at every LGB meeting	See set agendas. Option to add local issues to agendas.	- To work with the Chair and Headteacher/Principal to agree the content of agenda at least 2-3 weeks ahead of each meeting. - To use agenda template.
Number of meetings	Mandatory; Minimum of 3 meetings per academic year.	One meeting each term to keep pace, timeliness of reporting and regular contact with governors. LGBs can schedule further meetings as required – e.g. for single item agendas in lieu of committees, to discuss arising risk factors, preparing for Ofsted visit etc. In addition LGB chairs, along with the headteacher will attend the trust's Academic Performance & Quality (AP&Q) Committee twice a year (Sept and Feb) to discuss their QIP.	To schedule meetings ideally to fall ahead of the RHT Full Board meeting dates each year so the minutes of them can be reported in a timely way to the next Trust board meeting. LGB meetings in autumn and spring must be scheduled ahead of the AP&Q Committee (September/October and February dates).
Strategy Day/Meeting	Not expected.	LGBs may determine if this is of use to them; to have time away from standard meetings to consider broader context of how they operate.	To organise as/if requested. Ensure it is organised and minuted as per a normal board meeting.
(Sub) Committees	Not expected.	Local decision regarding relevancy and impact of sub-committees. Suggest LGBs consider carefully what impact they have v time commitment of governors. Adhoc committees may be useful in some circumstances. Admissions, exclusions etc may require committees to be convened as necessary.	To be aware of how to convene if necessary. To have current Terms of Reference (ToR) updated annually for any standing sub-committees the LGB agrees on.
Task and Finish Group(s)	Optional.	A way to consider working to address a key issue/project/need/risk and to operate for a determined length of time on a specific activity. The purpose is to make recommendations to the board on how to proceed.	This is not a decision-making committee, no terms of reference are required and formal minuting is not required. If recommendations are made to the board these should be formally noted as normal.
Governor appraisals	Not expected.	Some LGBs have historically appraised governors. This is not expected or necessary.	n/a

Headteachers' Report	Not required. The focus should be on the Quality Improvement Plan (QIP) and key agenda items relevant to each meeting.	LGBs should find they have sufficient information regarding activity and impact from the range of reports that the Headteacher brings to the meetings. The main focus should stem from the Quality Improvement Plan (QIP).	n/a
Quality Improvement Plan (QIP)	Mandatory	This must be a standard agenda item.	To ensure this is a standard agenda item.
Link/Lead Governors	Mandatory link/lead role Other roles not expected.	Mandatory roles for all academies: • Safeguarding and child protection • SEND • Careers (Secondary only) The board should consider the effectiveness and impact of other link roles v the amount of time this takes for governors to complete. The Trust Board hold overall responsibility and monitoring for other traditional link areas such as H&S across the trust. Reports on these areas should still be made at local level but a specific link role is not required.	To ensure link governor use the standard Trust role descriptor for the mandatory role. Ensure the board formally appoints a governor to this role and that this is recorded in the relevant minutes. Where other link/lead governor roles exist ensure there are role descriptors in place and that these are reviewed by the board periodically to consider impact and effectiveness.
Skills Audit	Not expected.	The time taken to compile a detailed skills audit often demonstrates little impact when recruiting governors. Governors are difficult to recruit, limiting requirements based on a skills audit serves to narrow the field. Effective governors need to be confident in providing challenge and scrutiny. Chairs/clerks will often have a good idea of the needs of the board and this is more than sufficient to guide governor recruitment.	Consult regularly with the chair regarding skills needs of the board based on local issues/activities and risks faced by the academy. Proactively address skills needs with providing training opportunities.

Training	Mandatory training required. Additional training expected.	Governors must complete the required mandatory training on an annual basis. Additional, on-going training is expected of all governors. The priorities should be identified and agreed by the board.	Work with the board and chair to identify training needs and opportunities and consult centrally produced guidance on opportunities available. Track and monitor uptake and completion rates to feedback to the board periodically.
Preparing for meetings	Required.	All governors are required to read the papers ahead of the meetings and form challenging questions in advance. Ideally these should be sent to the Headteacher ahead of the meeting to help support the discussions and timing. Questions at the meeting should be considered and help provide evidence in the minutes of scrutiny and challenge.	Ensure papers are sent to all governors at least one week prior to the meeting (7 days). Explain reasons for papers being late and what is expected when; this should not be a standard way to operate and you may need to work more closely with the senior leaders to ensure that this does not become a normal way of operating.
Governance Improvement Plan	Not expected.	LGBs may find this a useful activity from time to time, but need to weigh the time commitment against the relative impact of operating, monitoring and updating an improvement plan. Considering key risks and working to address them through board meetings and task and finish groups may be a more efficient way to operate.	If an improvement plan is deemed necessary by your board ensure this is kept under close review by the board and that they have opportunity to consider its relative impact and effectiveness alongside completing actions identified.
Minutes	Mandatory	Minutes of each LGB meeting must be kept and formally approved and signed at the following meeting.	Be aware of confidential items and store separately. Draft minutes should be issued to Chair and Headteacher within a week of the meeting.
Governor visits	Mandatory for statutory link role (as described above)	Beyond the expected link governor visits described above, other visits by governors to the school are not expected as a matter of course for specific monitoring activities. However, at times it may be pertinent and helpful to have governors visits for specific purposes. This could include be as a result of a new risk being identified or as part of an induction of a new governor. Visits should never be with the agenda to evaluate the provision at the school and make	The clerk is not responsible for arranging governor visits to the school. They may need to help facilitate introductions between the governor and specific staff at the school to enable the visit to be arranged. The clerk may need to provide guidance and remind governors and the school that the process needs to be carefully managed and does not include making formal evaluations to the board about the school's provision.

		judgements about it to the board. Visits can be for information gathering and familiarisation of governors with the school.	
Policies and key documents	Mandatory and required as appropriate	All academies will have a suite of policies and key documents that the LGB are responsible for locally. Detail of what is delegated is within the Scheme of Delegation but there is specific guidance produced by the Governance Specialist to help navigate which policies are delegated and necessary for each type of academy. There are a number of key policies that LGBs must review and approve and they must be aware of what these are and they must be scheduled in for review in a timely way.	The clerk is responsible for ensuring that the governors are aware of the policies and key documents they are responsible for reviewing. The clerk must have a detailed overview of what those documents are and when they are next due for review, the review dates should be planned for within forthcoming agendas and they must work with the headteacher and other senior leaders to ensure that they are reviewed in good time internally before being put in front of governors to consider. The further guidance is useful and support is available from the Governance Specialist to navigate this area. Central Services - POLICIES - All Documents

LGB meeting planner – template agendas

Autumn Term - Early autumn term

Must be held prior to the first Academic Performance & Quality Committee in mid/late September where headteachers and chairs of governors report their QIP plans to directors.

Procedural

- Apologies
- Declaration of interests for the meeting
- Minutes of the last meeting
- Matters arising

Governance

- Elect a Chair (subject to Trust Board approval) and Vice Chair (not subject to Trust Board approval)
- Consider:
 - board composition;
 - resignations, succession planning and recruitment of governors;
 - new governor appointments (subject to Trust Board approval);
 - new terms of office for existing governors (subject to Trust Board approval)
 - training plans for governors.
- Compliance activities for governors:
 - complete annual pecuniary interests forms and return to clerk;
 - sign Code of Conduct.
- Key items/feedback to the Trust Board

Strategic

- QIP – overview of the plans for the year ahead, including risk register
- Executive Team invite for a specific purpose, if appropriate/required
- Trust-wide updates, as needed

Compliance

- Safeguarding arrangements, including link governor appointment (confirm if training required) and visit plans to confirm
- In-year admissions
- Premises/H&S update (including accident reporting)

Education

- Outcomes analysis and impact

Monitoring

- Finance update
- Staffing appointments/changes

Policies

- Review of Admissions Policy for new recruitment cycle (approve 2 years ahead) to recommend for approval at Trust Board.
- Delegated policies considered for approval
- Trust approved policies for information, if applicable

Local context

- Items relevant to the LGB
- Faith school item
- Periodic items (e.g. review of Ofsted visit/report, school trips, local events etc)

Any other business

Spring Term – Early spring term

Must be held prior to the second Academic Performance & Quality Committee in early/mid-February where headteachers and chairs of governors report their QIP plans to directors.

Procedural

- Declaration of interests
- Apologies
- Minutes of last meeting
- Matters arising

Strategic

- Update on progress made towards the QIP, including risk register
- Executive Team invite for a specific purpose

Compliance

- Website compliance report
- In-year admissions

Education

- Curriculum and standards overview/insight
- Key Performance Indicator data

Monitoring

- Finance update
- Staffing appointments/changes
- Staff pay award recommendations
- Premises/H&S update (including accident reporting)

Governance

- Safeguarding link governor visit report
- Governor training
- Recruitment/resignations/succession planning
- Key items/feedback to the Trust Board

Policies

- Delegated policies to consider for approval
- Trust approved policies for information, if applicable

Local context

- Items relevant to the LGB
- Faith school item, if applicable
- Periodic items (e.g. review of Ofsted visit/report, school trips)

Any other business

Summer Term – Early summer term

Procedural

- Declaration of interests
- Apologies
- Minutes of last meeting
- Matters arising

Strategic

- Progress made towards achieving the QIP, including risk register
- Approve draft QIP for next year
- Stakeholder survey outcomes
- Trust wide updates, as needed
- Executive Team invite for a specific purpose

Compliance

- In-year admissions
- Safeguarding Audit Report
- Premises/H&S update (including accident reporting)

Education

- Predicted outcomes
- Curriculum and standards overview

Monitoring

- Finance update
- Staffing appointments/changes

Governance

- Safeguarding link governor visit report
- Governor training
- Recruitment/resignations/succession planning for next year
- Key items/feedback to the Trust Board

Policies

- Delegated policies considered for approval
- Trust approved policies for information, if applicable

Local context

- Items relevant to the LGB
- Faith school item
- Periodic items (e.g. review of Ofsted visit/report, school trips)

Any other business

APPENDIX 2: Reporting Formats and Frequencies

The LGB shall regularly scrutinise data and information as below.

	Data / Information	Source / Format	Frequency of review
1	Attendance data	Bromcom	Regularly
2	Student performance data	Bromcom	Annually
3	LGB meeting details	LGB Agenda and Minutes	Following LGB meeting (at next full trust board meeting)
4	Staff sickness data	Bromcom	Termly
5	Safeguarding	Overview of safeguarding via governor monitoring visit	Termly
6	Correspondence addressed to the LGB Chair from the DfE, EFSA, Ofsted or similar government agency	Copies of correspondence	As received
8	Quality Improvement Plan (QIP)	Live document on SharePoint; updated regularly	Live document, can be reviewed as required by directors or formally at meetings
9	Financial Management	Management Accounts	Monthly
10	Strategic priorities and planning	Academy Strategic Development / Quality Improvement Plan	Annually
11	Student monitoring data	LGB Minutes / QIP – Bromcom	Termly
12	Student Behaviour	Bromcom	Termly
13	Staff Performance and capability	HR Reporting system	As required
14	Staff discipline, conduct and grievances	HR Reporting system	As required
15	Health and Safety	Trust H&S reporting	Annually or as requested
16	Complaints	Academy report feeding the central complaints log	Annually or as requested
17	Risk Management	Risk Management Plan and Risk Register	Annually or as requested
18	Business Continuity	Business Continuity Plan	Annually or as requested
19	Equality and Diversity	Equality Duty Statement	Every 4 years
20	Annual Gender Pay Gap	Report – centrally produced	Annually

APPENDIX 3: Governance related role descriptors



Role Descriptor: Associate Director

Purpose of the role

To provide the committee with additional skills, knowledge and insight to support effective governance.

Status

- Not a director; not counted towards committee director-majority requirements.
- Non-voting member of the named committee, as set out in the committee's terms of reference (ToR).
- Appointed by the board in line with the articles and ToR for a defined term.

Key responsibilities

- Preparation and attendance
- Attend scheduled committee meetings, having read papers in advance.
- Contribute professional insight and constructive challenge aligned to the committee's remit and the trust's strategic priorities.
- Monitoring and assurance
- Participate in scrutiny of reports, risks and performance within the committee's scope, offering subject expertise and context.
- Support evaluation of any policies/procedures delegated to the committee as appropriate.
- Advisory input
- Provide advice and recommendations to the committee and, when requested, contribute to working groups or time-limited tasks relevant to the committee's work.
- Share sector knowledge, signpost good practice and identify training needs or skill gaps relevant to the committee's remit.
- Conduct and confidentiality
- Uphold the trust's code of conduct and the Nolan principles of public life.
- Maintain confidentiality of all papers and discussions; comply with data protection requirements and the Huish Code of Conduct for Members/Directors/Governors
- Conflicts of interest
- Complete an annual declaration of interests and update it as circumstances change.
- Declare interests at meetings and withdraw from items where a conflict (real or perceived) exists, in line with the ToR.

- Engagement and development
- Build effective working relationships with relevant senior leaders and the governance professional, respecting professional boundaries and workload.
- Undertake relevant induction and ongoing training to remain effective in the role.

Limitations

- No voting rights on committee decisions.
- No authority to act or speak on behalf of the trust or the board, unless expressly authorised.
- Not counted towards quorum where the ToR requires a trustee majority to be present for any vote.
- Not eligible to serve on formal panels that regulations require to be composed of directors.
- Members of Huish staff are not eligible to be appointed.

Appointment and term

- Appointment: By the board (or by the committee where delegated), following consideration of skills and diversity needs relevant to the committee.
- Term: Typically 1 year, renewable by agreement and subject to annual review.
- Removal: The board (or delegating body) may end the appointment at any time where it is in the trust's best interests.

Time commitment

- Attendance at committee meetings, plus reading time.
- Optional participation in agreed monitoring visits or task-and-finish work arising from the committee's programme.

Safeguarding and compliance

- Complete safeguarding and any mandatory training set by the trust.
- Adhere to all relevant trust policies (e.g. safeguarding, data protection, code of conduct, visits protocol).

Reporting and support

- Reports to: Committee chair.
- Supported by: Governance professional (meeting management, induction, access to documents and training).

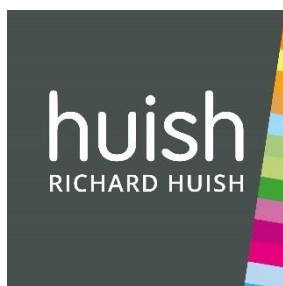
Acceptance

I confirm that I understand the responsibilities, status and limitations of the associate trustee role and agree to abide by the trust's code of conduct and this role descriptor.

Name:

Signature:

Date:



Role Descriptor: Safeguarding link governor

Purpose of role

One of the most important duties that a governing board fulfils is to ensure that their school/college is creating safe environments for pupils through robust safeguarding practices. Governing boards must appoint a governor to take leadership responsibility for their school/college safeguarding arrangements.

The appointed governor should take the lead on safeguarding. However, the governing board retains collective responsibility for making sure that safeguarding procedures are properly followed.

All governors undertake safeguarding training such that everyone has the knowledge and information needed to perform their functions and understand their responsibilities.

Safeguarding governor duties:

1. Work with the designated safeguarding lead

The designated safeguarding lead (DSL) is a senior member of the school/college leadership team who takes lead responsibility for safeguarding and child protection. The safeguarding governor is the board's main point of contact with the DSL and so they should:

- build an effective relationship with the DSL that allows for appropriate support and challenge
- arrange monitoring visits with the DSL to learn about the school/college context and how this influences the approach to safeguarding
- through discussion with the DSL (and other stakeholders within the school/college community), understand the school/college's safeguarding strengths and areas for development
- meet with the DSL termly (monitoring visit) to discuss (without specific pupil details) any safeguarding incidents; conversation should be around the suitability of policies and whether any amendments are necessary
- use meetings and visits with the DSL to monitor progress on any strategic safeguarding priorities
- ensure the DSL has received the training they need and is well supported to carry out their role
- talk to the DSL about staff safeguarding training, seeking assurance that staff are up to date with policy and practice and know what steps to take if they have concerns about a pupil

2. Understand how safeguarding works in practice

The safeguarding governor should be aware of the legal duties that schools/colleges, and their governing boards, must comply with to keep pupils safe. It's also important to build an understanding of how safeguarding procedures work in practice.

This should focus around:

- reading and understanding Keeping Children Safe in Education (KCSiE), the DfE's statutory safeguarding guidance (this is a requirement for all governors and trustees)
- building a knowledge and understanding of the school/college or trust's safeguarding policies and procedures, ensuring these are effective, regularly reviewed and updated
- observing (through arranged visits) how the culture of safeguarding is working within the school/college
- understanding how safeguarding is built into the school/college curriculum and how pupils are taught about staying safe (including online safety)
- using any safeguarding assessments or audits (sometimes conducted by local authorities) to help ascertain the robustness of safeguarding procedures and systems
- using data (often supplied within DSL safeguarding reports) to spot trends, for example, absence rates for looked-after children

3. Report back to the Governing Board and keep them up to date

As the board's specialist on safeguarding and child protection, the safeguarding link governor should:

stay up to date on relevant guidance and policy (including local guidance), ensuring the board are made aware of any changes to their safeguarding responsibilities

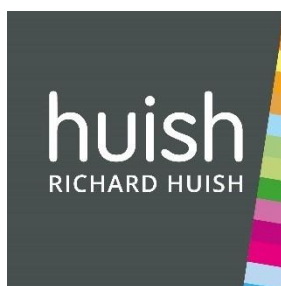
report to the governing board following monitoring meetings with the DSL and any visits/interactions with staff and pupils

ensure safeguarding is given suitable coverage and prominence within the board's discussions

feed in to governing board discussions, ensuring that decision making is based on a sound understanding of both the legal requirements and the school/college procedures and culture

ensure that the results of safeguarding audits are shared with the board and any concerns addressed

support the board's oversight of the school/college/college record of pre-appointment checks (the single central record); this oversight comes from DSL reports to the board (not through the board directly administering or auditing the record)



Role Descriptor: Safeguarding link Director

Purpose of role

One of the most important duties that a board fulfils is to ensure that their trust is creating safe environments for pupils through robust safeguarding practices.

It is recommended that boards appoint a trustee to take the lead in seeking assurance on behalf of the board for their trust's safeguarding arrangements.

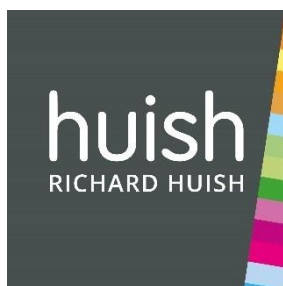
Where local governing boards (LGB) within multi academy trusts have sufficient delegated management responsibility, it is recommended that each LGB also appoints a safeguarding lead to help maintain trust wide oversight.

The appointed Director (trustee) should take the lead on safeguarding. However, the board retains collective responsibility for making sure that safeguarding procedures are properly followed.

Safeguarding Director duties:

To receive, scrutinise and quality assure, prior to submission to the Board, a termly report consolidated from the Safeguarding link governor activity reports (see appendix 1 for template) which confirms:

- All LGBs have a nominated Safeguarding Governor who has fulfilled the appropriate training to be able to discharge their role effectively.
- All academies within the Trust have appropriately trained Designated Safeguarding Leads (DSL) and Deputy Designated Safeguarding Leads (DDSL).
- As stated in the Academy Handbook, all current staff and supply staff and all academy trust members, trustees and individuals on any committees including local governing bodies have been subject to appropriate Disclosure and Barring checks, as evidenced by the termly SCR checks and BROMCOM Reports.
- Induction training includes appropriate safeguarding training which is followed up by (at least annual) refresher training.
- All academies within the Trust are fulfilling their statutory duties with regard to safeguarding as demonstrated by the annual S175 (Somerset LSCB Audits) audits, and that any remedial actions required are being implemented in a timely manner.
- All policies and procedures relating to Safeguarding are effective, implemented, within date and in line with the most current guidance and legislation.
- An understanding of Themes, trends, and volumes in safeguarding related matters, and the effectiveness of the approaches deployed to address these matters.
- Any Peer on Peer / Child on Child allegations, and the effectiveness of the approaches deployed to address these matters.
- Any allegations made against Staff (and volunteers) and the effectiveness of the approaches deployed to address these matters.



Role Descriptor: SEND link governor

Role purpose

To lead on the local governing board's monitoring of SEND arrangements, ensuring that all pupils with SEND get the support they need.

To act as the local governing board's SEND champion promoting the needs of pupils with SEND at local level.

The appointed governor should take the lead on monitoring SEND provision. However, the local governing board retains collective responsibility for the academy.

Duties

1. Working with the SENCO

The special educational needs coordinator (SENCO) is the lead member of staff for SEND within the school, with responsibility for overseeing the day-to-day operation of the SEN policy and coordinating provision for children with SEN.

The link governor for SEND should engage with the SENCO (or the SEND lead for the trust, as appropriate) on a regular basis in order to:

- develop an effective working relationship that allows for appropriate support and challenge;
- conduct monitoring visits to learn about the school or trust's context and the needs of pupils with SEND;
- discuss SEND provision, focusing on how policies are applied and whether any changes are needed;
- understand the academy's strengths in relation to SEND provision and areas for development;
- ensure that the SENCO has received appropriate training and is well supported;
- seek assurance that staff receive effective and up to date SEND training.

The link governor should record using the appropriate template and report to the local governing board on their meetings with the SENCO.

2. Understanding and monitoring effective SEND practice

The SEND link governor should have a good understanding of the legal duties of schools and governing boards in relation to pupils with SEND. They also need to learn how SEND provision works in their own setting.

This should focus around:

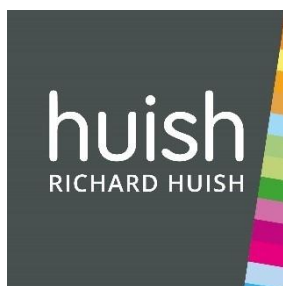
- investing time in appropriate development and learning: attending regular training on SEND and inclusion, and reading and understanding chapter 6 of the SEND Code of practice
- understanding the views of all key stakeholders in relation to SEND (pupils, families, staff, and local partners)

- checking that the school makes good use of financial resources (including the notional budget) to support pupils with SEND.
- ensuring the school publishes the necessary documentation detailing their SEND provision.

3. Supporting the governing board to monitor SEND provision

As the local board's SEND specialist, the link governor should:

- Champion an inclusive culture, reminding the board to consider the impact of their decisions on pupils with SEND (particularly during budget discussions).
- Use their specialist knowledge to challenge senior executive leaders about SEND provision.
- Ensure all members of the governing board have the knowledge and understanding they need to make informed decisions – all governors and trustees should be familiar with Chapter 6 of the SEND Code of Practice
- Monitor the academy and local governing board in complying with their statutory duties around SEND.



Role Descriptor: SEND Lead Director

Role purpose

To lead on the trust board's monitoring of SEND arrangements, ensuring that all young people with SEND get the support they need.

To act as the trust board's specialist on SEND and champion the needs of young people with SEND at board level.

The appointed director should take the lead on monitoring SEND provision. However, the trust board retains collective responsibility.

Duties

1. Monitoring link governor reports

The lead director for SEND should receive termly monitoring reports from SEND link governors that are completed in conjunction with a visit to their academy's SENCO. The standard monitoring form should be completed and returned to help provide an overview of how well each academy is meeting the expectations of the SEND Code of Practice.

2. Understanding and monitoring effective SEND practice

The SEND lead director should have a good understanding of the legal duties of academies and trust boards in relation to young people with SEND.

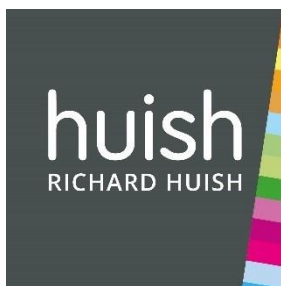
This should focus around:

- Investing time in appropriate development and learning: attending training on SEND and inclusion, and reading and understanding chapter 6 of the SEND Code of practice.
- Understanding the views of all key stakeholders in relation to SEND (young people, families, staff, and local partners).
- Checking that the trust makes good use of financial resources (including the notional budget) to support young people with SEND.
- Ensuring the trust publishes the necessary documentation detailing their strategic approach and commitment to SEND provision.

3. Supporting the governing board to monitor SEND provision

As the board's SEND lead, the lead director should:

- champion an inclusive culture, reminding the board to consider the impact of their decisions on young people with SEND (particularly during budget discussions);
- use their knowledge to challenge senior executive leaders about SEND provision;
- ensure all members of the trust board have the knowledge and understanding they need to make informed decisions – all directors should be familiar with Chapter 6 of the SEND Code of Practice
- make sure that the trust board comply with their statutory duties around SEND.



Role Descriptor: Governor

Role purpose

Governors work together to carry out their core functions:

1. ensuring there is clarity of vision, ethos and strategic direction;
2. holding leaders to account for the educational performance of the organisation and its pupils and the performance management of staff;
3. making sure its money is well spent;
4. ensuring the voices of stakeholders are heard.

Governors must also ensure that the governing body complies with all legal and statutory requirements delegated to it by the Richard Huish Trust Board. Governors should seek the advice of the clerk to the governing board and other professional advice as appropriate.

Governing body strategic responsibilities

Governing bodies work closely with headteachers and senior leaders. Headteachers are responsible for day-to-day management whereas the role of the governing body is strategic. As such, governors are responsible for:

- determining the mission, values and long-term ambitious vision for the school;
- deciding the principles that guide school policies and approving delegated policies;
- working with senior leaders to develop a strategy for achieving the Huish/school vision;
- ensuring that parents, pupils, staff and the wider community are engaged, consulted and informed as appropriate;
- ensuring that all pupils have access to a broad and balanced curriculum such that pupils are well prepared for the next stage of their education and adult life;
- having an insight into other key aspects of the school such as the finances, staffing structure and risk management that are led by the Trust Board.

Monitoring and evaluating school performance

Governors must monitor the priorities that have been set to ensure progress is being made by:

- measuring the school's impact and progress towards its strategic objectives;
- evaluating relevant data and feedback provided by school leaders and external reporting on all aspects of school performance by reviewing and scrutinising the Quality Improvement Plan;
- ensuring the required policies and procedures are in place and the school is operating effectively in line with these policies;
- asking challenging questions of school leaders in order to hold them to account;
- holding the headteacher to account for standards, financial probity and compliance with agreed policies.

Panels and committees

When required, governors are expected to serve on panels or committees in order to:

- appoint the headteacher and other senior leaders;
- hear staff grievances and disciplinary matters;
- review decisions to exclude pupils;
- deal with formal complaints.

Contribution to the governing body

Governors should ensure that they are making a positive and meaningful contribution to the governing body by:

- attending meetings (a minimum of 3 full governing board meetings, but some academies opt for more, plus a number of adhoc panels and committees that may arise), reading papers and preparing questions for senior leaders in advance;
- establishing and maintaining professional relationships with senior leaders and colleagues on the board;
- getting to know the school, including visiting the school occasionally during school hours;
- undertaking induction training and developing knowledge and skills on an ongoing basis.