Tudor Grange Academies Trust

Trustee and Governor Induction Policy

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27.05.21	1.0	New document
29.06.22	1.1	Updated
22.06.23	1.2	Update to Cyber security training in Appendix 1 and Appendix 2 Update to Section 4.2 on Health Checks Links added to Training modules in appendix 1 and appendix 2

Contents

1   Welcome to the Trust

Welcome to Tudor Grange Academies Trust. Whether you are a Member, a Director or a Local Governor, your commitment to undertake a voluntary role in governance within the Trust is greatly appreciated. You will help make a difference to the life chances of the young people in our Trust.

Tudor Grange Academies Trust is a family of academies with a shared ethos, common values and collective goals. We are working together in a model of meaningful, focused collaboration to achieve excellence in all of our schools.

The Trust is driven by four key values:
- **Our children will live 'Happy, fulfilling lives'.**
- **Outstanding teaching and learning is our core focus.**
- **Outstanding Governance supports our schools.**
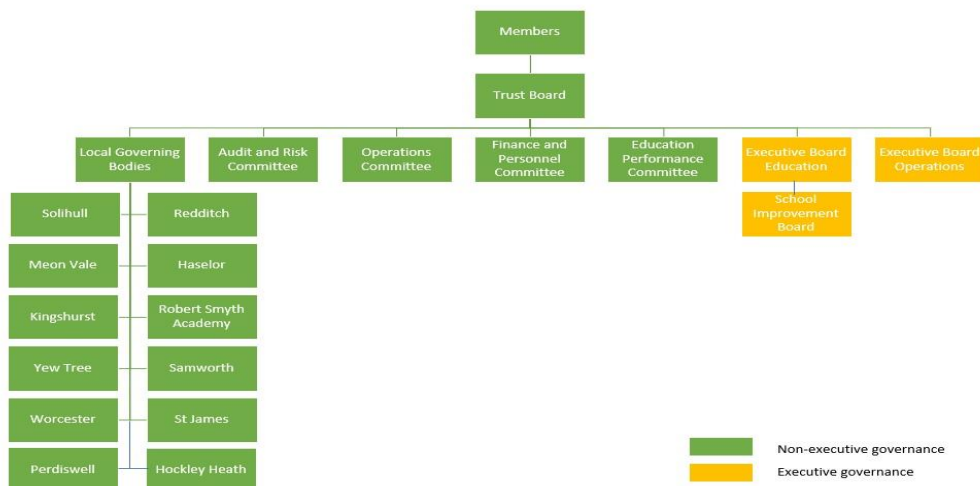- **Leadership and professionalism drives continuous improvement.**

Figure 1 Governance in Tudor Grange Academies Trust

2   Members

2.1 **Role**

Members are the equivalent of shareholders in a company limited by shares. They are the 'guarantors' of the company and promise to pay £1.00 towards the debts of the company in the event that the MAT is wound up. Members have ultimate responsibility for overseeing the charitable objectives of the Trust. Members have an overview of the governance arrangements of the Trust and have the power to appoint Directors (who are also trustees) and remove them.

However, Members are not involved with the day to day operation of the Trust.

Members meet as often as required to conduct their duties, with one of their meetings being the Trust's Annual General Meeting (AGM). The Chair and Vice Chair of the Trust Board must also both be Members.

2.2 **Responsibilities**

Members must be kept informed about trust business so they can assure themselves that the board is exercising effective governance: this includes receiving the trust's audited annual report and accounts as stated in the Academy Trust Handbook and compliance with the Companies Act 2006 and any other requirements of the academy trust's articles. Members are also welcome to attend Trust Board meetings when they require more detailed particulars; the Chair and Vice Chair of the Trust Board are also members.

3   Directors / Trustees

3.1 **Role**

The Multi Academy Trust Board (MATB, or Trust Board as used in this document) are the individuals appointed to challenge and scrutinise the strategic direction and day to day running of the company (the Trust), which is led by the Chief Executive Officer. They are appointed by the Members. Directors are the accountable body for the Trust and have three functions:

- they are Directors - because the Trust is a company, and
- they are Trustees - because the Trust is a charity, and
- they are Governors - because the Trust Board is responsible for running the schools.

The Trust Board meet approximately every 6 weeks with the Executive Principal, Executive Finance Officer, and the Executive Principal Primary, to discuss the running of the Trust and related matters. The Directors receive updates from the Trust Board committees on the activities and delegated decisions taken. These meetings are also a chance for the Trust Board to ensure that the Executive are carrying out their functions effectively, to challenge the Executive on the performance of the Trust, and to highlight any areas that could be improved. Policies and procedures are reviewed and agreed at these meetings and actions that need to be taken are also agreed.

3.2 **Responsibilities as Governors**

The chair is responsible for ensuring the effective functioning of the board and for setting professional standards of governance and accountability for the board.

The Academy Trust Handbook (ATH), produced by the Education and Skills Funding Agency (ESFA) details the financial management requirements that apply to academy trusts, and gives directions to Trustees on their duties.

The Trustees should focus on the three core functions of Governance:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- overseeing and ensuring effective financial performance.

The ATH says that Trustees should follow the Department for Education's Governance Handbook, which gives guidance on the roles and duties of Trustees.

- strategic leadership that sets and champions vision, ethos and strategy
- accountability that drives up educational standards and financial performance
- people with the right skills, experience, qualities and capacity
- structures that reinforce clearly defined roles and responsibilities
- compliance with statutory and contractual requirements
- evaluation of governance to monitor and improve its quality and impact

Trustees must also:

- Prepare and monitor financial plans to make sure the trust remains a going concern and is financially sustainable (ATH sections 1.14 and 2.8)
- Keep members informed about trust business, including providing members with the trust's audited annual report and accounts (ATH section 1.8)
- Retain overall responsibility for risk management and the risk register (reviewing the register at least annually), drawing on advice from the audit and risk committee (ATH section 2.38)
- Keep the register of interests up to date (ATH section 5.47)

3.3 **Responsibilities as Directors (Company Law)**

Company directors' duties are described in sections 170 to 181 of the Companies Act 2006, but in summary are to:

- To act within their powers (contained in the Articles of Association);
- To promote the success of the company;
- To exercise independent judgment;
- To exercise reasonable care, skill and diligence;
- To avoid conflicts of interest;
- Not to accept benefits from third parties; and
- To declare an interest in a proposed transaction or arrangement.

For more information on these duties and compliance, please see 'Running a limited company' on the gov.uk website.

Company Law requires Trustees to prepare financial statements for each financial year. Before these can be approved, Directors must be satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources (and application of resources) including its income and expenditure. The statements are prepared in the Autumn Term and reviewed and approved by the Members at the Annual General Meeting, usually held in December.

3.4 **Responsibilities as Trustees (Charity Law)**

Under Charity Law, our Trustees must comply with the six duties below:

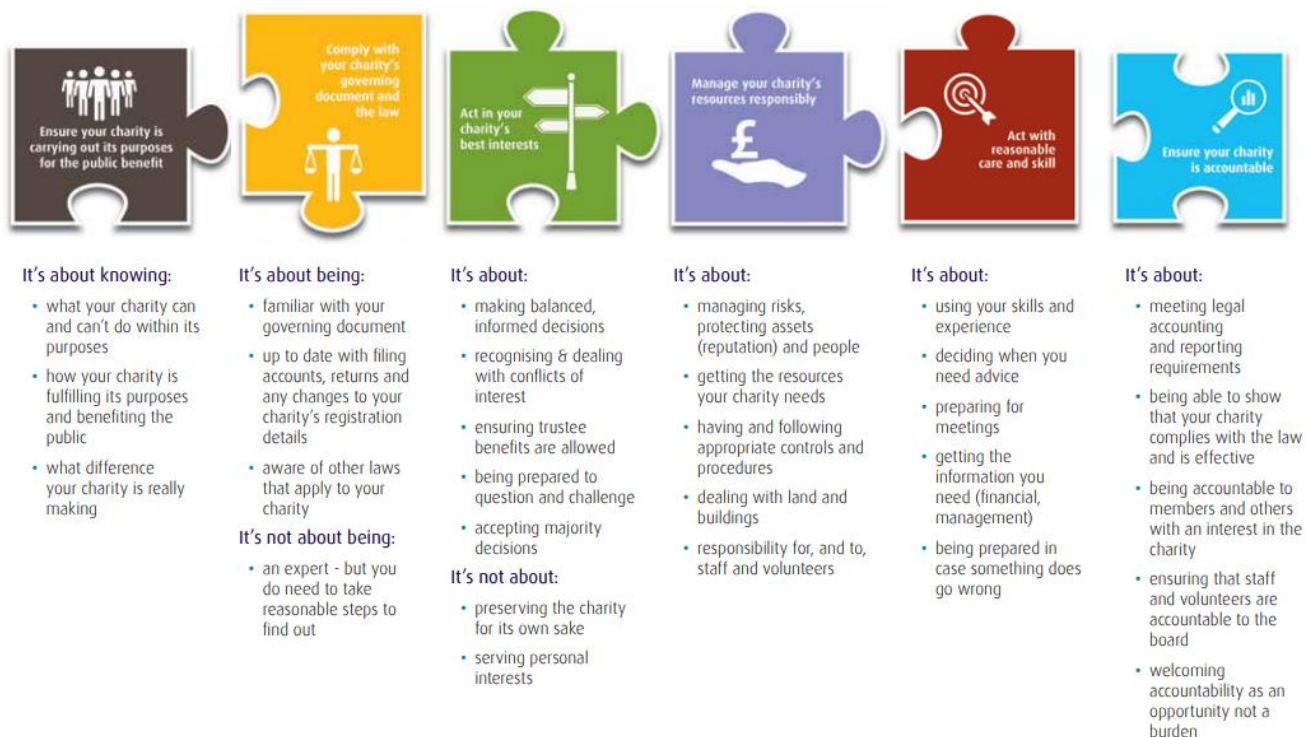# The Governance Jigsaw – The Essential Trustee (CC3)

It's about knowing:
- what your charity can and can't do within its purposes
- how your charity is fulfilling its purposes and benefiting the public
- what difference your charity is really making

It's about being:
- familiar with your governing document
- up to date with filing accounts, returns and any changes to your charity's registration details
- aware of other laws that apply to your charity

It's not about being:
- an expert - but you do need to take reasonable steps to find out

It's about:
- making balanced, informed decisions
- recognising & dealing with conflicts of interest
- ensuring trustee benefits are allowed
- being prepared to question and challenge
- accepting majority decisions

It's not about:
- preserving the charity for its own sake
- serving personal interests

It's about:
- managing risks, protecting assets (reputation) and people
- getting the resources your charity needs
- having and following appropriate controls and procedures
- dealing with land and buildings
- responsibility for, and to, staff and volunteers

It's about:
- using your skills and experience
- deciding when you need advice
- preparing for meetings
- getting the information you need (financial, management)
- being prepared in case something does go wrong

It's about:
- meeting legal accounting and reporting requirements
- being able to show that your charity complies with the law and is effective
- being accountable to members and others with an interest in the charity
- ensuring that staff and volunteers are accountable to the board
- welcoming accountability as an opportunity not a burden

Figure 2 The six main duties of trustees

You can read more in the Charity trustee welcome pack on the gov.uk website, and also 'Charities and charity trustees: an introduction for school governors' produced by the Charity Commission.

4   Local Governors

4.1 Role

The Local Governing Body (LGB) are the individuals appointed to support ~~and challenge~~ the Principal or Head of School at their Academy, and to provide constructive challenge regarding the priorities on the school improvement plan. They are supported in this role by the Chief Executive Officer and the Central Team. The powers that the LGB have are those that are delegated to them by the Trust Board, and these are formalised in the Trust Scheme of Delegation.

The core function of each LGB is to ensure that the vision and values of the Trust are made appropriate, relevant and tangible in their Academy.

LGBs usually meet at least every half term, or at least three times a year. Each LGB has a Chair who is appointed by the Trust Board every September, and a Vice Chair. All Local Governors are appointed by the Trust Board but this can be from a recommendation from the LGB (e.g. after a Parent Governor election).

4.2 Responsibilities

Governors on Local Governing Bodies are responsible for the activities delegated to them in the Scheme of Delegation.

The focus of Local Governors is
- Support for the Strategic Leadership of the School
- People – pupils, parents and other stakeholders
- Community

Further detail can be found in the Terms of Reference of the Local Governing Body.

The Executive Principal scrutinises each area of a school in detail twice a year and documents this in a 'Health Check'. The LGB Chair, the Principal and the Executive Principal collaborate on this report. This is then reviewed and challenged within the Executive, and the LGB Chair and the Principal report on the final output to LGBs. The health check has a red/amber/green rating for each area reviewed, and includes specific recommendations to the LGB of actions which can support their school's improvement. In addition, the Principal of the school will provide an overview report to the LGB of progress and activities at least twice a year (the 'Principal's report').

5   Induction

These activities may be completed in person or virtually, via Microsoft Teams.

In the **first month** you will:

- be introduced to the Tudor Grange Academies Trust Governance Handbook;
- receive an invitation to meet the Principal/Head of School and/or the CEO for a chat and a guided tour of the school;
- be asked by the Clerk to complete the necessary paperwork to enable you to be DBS (Disclosure and Barring Service) checked and be compliant with other safeguarding procedures;
- be 'buddied up' with an experienced governor who will act as your mentor;
- receive some key documents about the governing body – such as the minutes of previous meetings, governor expectations, and school improvement plans;
- Receive your email address and login details, and assistance in accessing emails and documents if required;
- Complete a Governors Skills Audit.
- Be asked to complete your induction training as detailed in Appendix 1 (for Local Governors) or Appendix 2 (for Trustees)

In the **first 3 months** you will:

- meet with the clerk and/or the Chair to prepare you for your first meeting;
- be expected to attend a governors meeting where you will be introduced to everyone. At this first meeting you may just want to listen and that's fine. It may take time for new governors to understand and feel able to join in;
- discuss with the Chair of Governors which work area would be most appropriate for you to align with;
- meet with the Executive Governance Officer and/or the Trust Board Director overseeing Governance.

In the **first year** you will:

- Be able to go on governor training courses offered by the Trust and be able to take part in some training for the whole governing body.

Local Governor Induction Checklist

These items should be provided to all new governors and associate members at Tudor Grange Academies Trust.

Getting started

Item	Where	Date given
Governor ID and Lanyard	TGAT Staff – request from IT Services	
Contact Details for Chair of the Trust Board, CEO, Trust Clerk and (for local governors) Principal/Head of School, Chair of the LGB and LGB Clerk		
Code of Conduct		
Declaration of Business Interests form		
Log ins for school email and Governance TEAMS access	TGAT Staff – request from IT Services	
Log ins for Flick Learning	TGAT Staff – request from IT Services	

Training you'll need – within the first month of joining

Local Governor induction details	Where	Date given
Complete online course NGA Core module 'Governance: your role, responsibilities and organisation'	NGA Learning Link	
Complete online course GovernorHub Knowledge 'Induction for academy governors on local governing bodies'	Access GovernorHub Knowledge through GovernorHub	
Read and understand – Academy Policies Academy behaviour policy Academy Safeguarding and Child Protection policy Academy admissions policy	Academy website	
Read and understand – Trust Policies Trust Adult Code of conduct Trust Equality and Diversity policy Trust Online Safety policy Trust Whistleblowing policy **Complete online Training modules** eSafety Data Protection and the GDPR Health and Safety introduction Equality and Diversity Unconscious Bias	flicklearning.com Completed on joining Regular refresher training given as required	
Read and understand Keeping children safe in education Part 1	gov.uk website Completed on joining and annually thereafter	
Watch Cyber security training	NCSC Cyber security training for school staff (YouTube)	

(download certificate on completion from https://www.ncsc.gov.uk/cyber-security-schools-training-certificate)		
Contact with Trust Safeguarding Lead who will arrange specific school-based training for covering Prevent duty, FGM etc. Safer Recruitment where required		
Safeguarding training **Complete online training module** Compliance - Safeguarding: How to fulfil the governance role NB Annual refresher training will be delivered internally from the Trust Safeguarding Lead	NGA Learning Link	
Local Governors of Church schools: **Complete online training module** Structures, roles and responsibilities – Governance of a Church School	NGA Learning Link	

Training for specific governance tasks

Item	Where	Date given
For the **Online Safety Champion** – **Complete** Annual Certificate in Online Safety for Governors and Trustees	National Online Safety Login from the Academy's Online Safety Co-ordinator	
For the **Safeguarding Champion** – **Read and understand** Keeping Children Safe in Education Part 2 – The management of safeguarding	gov.uk website	
For those on **Recruitment panels** – **Read and understand** Keeping Children Safe in Education Part 3 - Safer Recruitment **Attend** TGAT Safer Recruitment Training	gov.uk website Trust Safeguarding Lead	
For those on **Panels** (Complaints, Admissions Appeals, Exclusion and Suspension Appeals)		

Reading Lists

About being a Governor

Item	Where	Date given
DFE Governance Handbook	gov.uk website	
DfE A Competency Framework for Governance	gov.uk website	
NGA book 'Welcome to Governance'		
The EEF guide to becoming an evidence-informed school governor and trustee	EEF website	
Access to latest KCSIE	gov.uk website	

Item	Where	Date given
The Key for School Governors – sign up with school email	'The Key' website	
NGA		

About your role – Local Governors

Item	Where	Date given
Terms of Reference for the LGB and any sub-committees	TGAT website: Policies	
Role description for any Local Champion role		
Timetable/Agendas for future meetings		
Access to minutes of previous LGB meetings	[Academy] – Governors (on Teams or on GovernorHub)	
Access to specific School Improvement Plans and self-evaluations and recent OFSTED reports		
Prospectus for your school	School website	
Calendar of business for the LGB		

About the Trust

Item	Where	Date given
Scheme of Delegation	TGAT website: Policies	
Memorandum and Articles of Association	TGAT website: Policies	
Academy Trust Handbook	gov.uk website	
TGAT Governance Handbook	TGAT network - SharePoint	
Latest approved Trust Annual Budget pack	TRUST – MATB Team	
Latest Annual Audited Accounts	TGAT website: Policies	

Trustee Induction Checklist

Getting started

Item	Where	Date given
Governor ID and Lanyard	TGAT Staff – request from IT Services	
Contact Details for Chair of the Trust Board, CEO, Trust Clerk and (for local governors) Principal/Head of School, Chair of the LGB and LGB Clerk		
Code of Conduct		
Declaration of Business Interests form		
Log ins for school email and Governance TEAMS access	TGAT Staff – request from IT Services	
Log ins for Flick Learning	TGAT Staff – request from IT Services	

Training you'll need

Trustee induction details		
Policies Adult Code of Conduct Behaviour and Discipline Policy Bullying and Harassment Policy and Procedure Discretionary and Statutory Leave of Absence Policy Domestic Abuse Policy Equality and Diversity Policy e-Safety Policy Health and Safety Policy Human Trafficking and Modern Slavery Policy Management of Sickness Absence Policy and Procedure Probation Procedure for Support Staff Safeguarding and Child Protection policy Safeguarding Policy ANNEX 19 - COVID-19 Whistleblowing Policy and Procedure Supporting Pupils with Medical Conditions Policy **Training modules** Health and Safety Level 2 Data Protection and GDPR eSafety KCSIE essentials Modern Slavery and Human Trafficking Financial Crime Level 3 Safer Recruitment Equality and Diversity for Managers OFSTED Education essentials Unconscious bias	flicklearning.com	
Cyber security training (download certificate on completion from https://www.ncsc.gov.uk/cyber-security-schools-training-certificate)	NCSC Cyber security training for school staff (YouTube)	

Item	Where	Date given
Safeguarding training **Complete online training module** Compliance - Safeguarding: How to fulfil the governance role NB Annual refresher training will be delivered internally from the Trust Safeguarding Lead	NGA Learning Link	
Contact with Trust Safeguarding Lead who will arrange specific school-based training for Safeguarding and covering Prevent duty, FGM etc. Safer Recruitment where required		

Reading Lists

About the Trust

Item	Where	Date given
Scheme of Delegation	TGAT website: Policies	
Memorandum and Articles of Association	TGAT website: Policies	
Academy Trust Handbook	gov.uk website	
TGAT Governance Handbook	TGAT network - SharePoint	
Latest approved Trust Annual Budget pack	TRUST – MATB Team	
Latest Annual Audited Accounts	TGAT website: Policies	

About your role - Trustees

Item	Where	Date given
Terms of Reference for Trust Board and committees	Trust Board / Committee TEAMS	
Role description for any Link Trustee role	Trust Board / Committee TEAMS	
Timetable/Agendas for future meetings		
Access to minutes of previous Trust Board meetings	Trust Board / Committee TEAMS	
Access to Trust Development Plan, School Development Plans and self-evaluations and recent OFSTED reports		
Calendar of business for Trust Board and committee meetings		

Tudor Grange Academies Trust – Local Governor/Trustee Training Record

Name: …………………………………………………. **School**: ……………………………………………………..

Course Title	Course date	Delivered by	Assessment?	Expires
e.g. Induction for academy governors on local governing bodies		The Key for School Governors		

Onboarding Checklist

When people join the Trust, either as a Local Governor on one of the LGBs or as a Trustee on the Trust Board, there are some activities which need to be carried out:

Item	Contact	Date complete
Disclosure and Barring Service (DBS)/'Section 128' checks	School or Trust administrative staff	
Buddy with experienced Governor	Chair of LGB/Trust Board to assign buddy	
New Governor welcome pack • TGAT governance handbook • School prospectus • Key contact details • Dates for future governors' meetings • Diary dates for the school • Current school/Trust development plan • Current school self-evaluation form • Latest Ofsted report • School visits protocol (Governor visits protocol) • Any standing orders for the trust board or the LGB • Minutes of the most recent board/committee meeting • Copy of school newsletter • Copy of Governor's newsletter • Glossary of terms used in education	Teams – either signpost to folder online, or print out hard copies	
Governors Code of Conduct	Clerk to the trust/LGB	
Register of Business and Pecuniary Interests form	Clerk to the trust/LGB	
Edubase/GIAS updates (to ensure that the DfE Get information about Schools service (Edubase) has been updated with the new Governor details)	School or Trust administrative staff, Clerk to the trust	
IT access, to set up • Email • Addition to any group email addresses • Access to any Teams needed • Access to Flick Learning (cc Sarah Welby at Flick Learning, sarah@flicklearning.com)	IT Services Flick Learning	
School webpage - get a 'head and shoulders' photo of your new Governor, and ask them to write a brief bio for the school website.	Trust Web Designer	