GLC All Different: All Equal
Together, Improving Upon Our Best

The Gateway Learning Community

Board of Directors' & Committees'

Terms of Reference and Scheme of Delegation

Academic Year 2026-2027

GLC Mission Statement
The GLC's mission is to develop active and thriving citizens within a diverse, truly fair and equal community.
This will be achieved through:

- High quality teaching that deliberately develops competencies of curiosity, creativity, communication and critical-thinking;
- An inspiring and meaningful curriculum;
- The development of productive relationships by instilling the values of compassion, resilience, responsibility and aspiration to prepare our young people for learning and life;
- A commitment to the wellbeing of our staff;
- A culture of professional generosity, collaboration, challenge and support throughout the GLC;
- The development of effective external partnerships for the benefit and wellbeing of our community.

The Gateway Learning Community Trust comprises the Gateway Academy, Herringham Primary Academy, Lansdowne Primary Academy, the Gateway Primary Free School and Tilbury Pioneer Academy. For the purposes of this document each will be referred to as an 'Academy'.

Equalities Statement

The GLC's commitment to equality is enshrined in our mission statement to develop 'active and thriving citizens within a diverse, truly fair and equal community'.

We are a vibrant, innovative and successful organisation: we work hard to be the place of choice to work and to learn. Across the 5 academies of the GLC, we pledge that everyone enjoys an equality of opportunity. We work tirelessly to ensure that individual characteristics including age, ethnicity, socio-economic background, academic ability, disability, gender, religious beliefs, sexual orientation are not discriminated against in any way. We create inclusive environments characterised by mutual respect where difference is celebrated.

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Interpretation

In this document:

'Academy'	means the Academy which is one of the Gateway Learning Community group of academies;
'the Academy Trust'	means Gateway Learning Community, a company limited by guarantee having registered number 05853746;
'Articles'	means the Articles of Association of the Academy Trust;
'Chief Executive'	means the person appointed by the Directors as an employee to oversee and co-ordinate all Trust activities, being [Viki Reid] for the time being;
'the Directors'	means those persons appointed as directors [under company law] and Directors of the Trust [under charity law].
'Finance Director'	means the person appointed by the Directors as an employee, under the overall direction of the Chief Executive, to oversee the financial aspects of the Trust;
'Governor'	means a member of the Quality of Education Board;
'LA'	means the Council in which the Academy is situated;
Quality of Education Board	means the Quality of Education Board for the Academy constituted as provided by the GLC Board of Directors;
'Personal Financial Interest'	means any interest in the employment or remuneration of, or the provision of any other benefit to, a governor as further detailed within Article 6 of the Articles;
'Head of School'	means the member of staff at the Academy who has been appointed [in accordance with this document] to have overall day to day control of and responsibility of the Academy;
'Schedule'	means the schedule to these Terms of Reference;
'Secretary'	means the Secretary of the Academy Trust or any other person appointed to perform the duties of Secretary to the Academy Trust;
'Staff Member'	means a member elected to the Quality of Education Board by members of staff of the Academy;
'this document'	means these Terms of Reference.

Section 1: Overview

1.1 GLC Mission Statement

GLC Mission Statement

The GLC's mission is to develop active and thriving citizens within a diverse, truly fair and equal community. This will be achieved through:

- High quality teaching that deliberately develops competencies of curiosity, creativity, communication and critical-thinking;
- An inspiring and meaningful curriculum;
- The development of productive relationships by instilling the values of compassion, resilience, responsibility and aspiration to prepare our young people for learning and life;
- A commitment to the wellbeing of our staff;
- A culture of professional generosity, collaboration, challenge and support throughout the GLC;
- The development of effective external partnerships for the benefit and wellbeing of our community.

1.2 The Creation of a Learning Community

- The GLC Trust, with a Memorandum and Articles of Association agreed by the Secretary of State for Education, is the legal entity that operates the schools within it. It has been agreed that the Trust will be limited to those schools within the Chadwell and Tilbury areas that wish to join.
- A Chief Executive Officer [CEO] will oversee the work of the Learning Community and will report back as required to the GLC Board, Ormiston Trust and the Department for Education [DfE].
- Each Academy within the Trust will retain its DfE number and be subject to separate Ofsted inspections.
- Each Academy within the Trust will function as an independent entity with its own budget and Head of School [however, there will be a 5% 'top-slice' from each Academy's budget for central services] for the 2025/26 academic year.
- A single Board of Directors [see the Governance Structure below and Memorandum and Articles of Association for details] will have the responsibility for the overarching strategy of the Learning Community and the responsibility for setting targets to improve standards.
- Where agreed, Quality of Education Boards will have powers delegated by the Board of Directors and will be responsible for a focussed range of individual academy development intentions [see the Scheme of Delegation].
- The Board of Directors will establish Quality of Education Boards chaired by an elected director or governor in each academy in order to track progress against the targets set by the Board.
- The CEO, working in partnership with the Heads of School of each partner academy, will compose an annual development plan to manage developments. Other responsibilities of the CEO will be agreed with the GLC Board and set out in a clear job description.

1.3 The GLC Trust

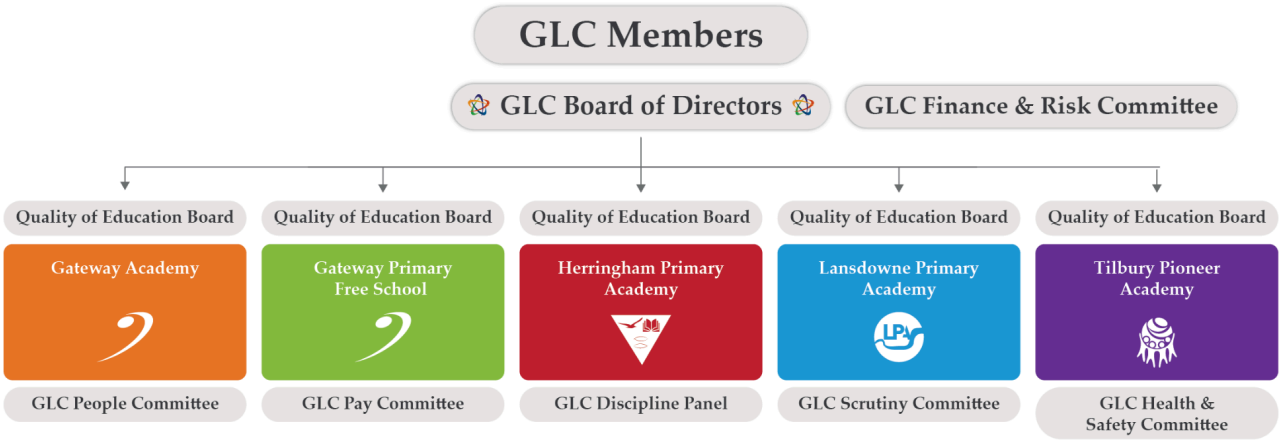
The GLC Trust is a charitable company limited by guarantee. The Trust exists to deliver the best possible education provision in each of the member academies within the Learning Community.

The Trust has entered into a Master Funding Agreement with the Gateway Academy and Supplemental Funding Agreements in relation to Herringham Primary Academy, Lansdowne Primary Academy, The Gateway Primary Free Academy and Tilbury Pioneer Academy with the Secretary of State.

The Directors are the Charity Directors [within the terms of section 97[1] of the Charities Act 1993] and are responsible for the general control and management of the administration of the Academy Trust in accordance with the provisions set out in the Articles of Association of the Academy Trust.

1.4 GLC: Governance Structure

The governance structure, outlined below, has been established to support the strategic development of the Gateway Learning Community and to ensure that all students and pupils receive their entitlement to the best possible education.



1.5 GLC: Members

The members of the trust are the subscribers to the trust's memorandum of association. Members have a limited financial liability to the trust and can appoint and remove trustees. Members will meet at least once a year at the GLC AGM. At this meeting members will:

- Receive a report from the CEO on the performance of the Trust in the last academic year;
- Agree the annual accounts;
- Approve the auditors for the coming year.

Members	Name
Ormiston Trust	Di Murray
Ormiston Trust	Duncan Murray
Ormiston Trust	Caroline Wilson
GLC Board of Directors	Lynda Pritchard
GLC Board of Directors	Hilary Hodgson
Nominee of the Secretary of State for Education	N/A
Total	6

1.6 GLC: Board of Directors Composition

The directors [or trustees] oversee the running of the MAT and determine its strategic direction. They are also responsible for ensuring compliance with charity and company law and the academy trust's funding agreement. They are accountable to the members of the trust and the secretary of state.

1.7 Gateway Learning Community: Board of Directors Composition

Category	Name	Appointment status	Expertise
Director/Chair	Lynda Pritchard	Board Appointment	Education, SEND, Safeguarding
Director/ Member	Hilary Hodgson	Sponsor appointment	Third Sector, Education, Sponsor
Director	Paul Connew	Sponsor appointment	Finance, Policy, Risk Management
Director	Lucy Harris	Board Appointment	PR, Community, Inclusion
Director	Gary Vincent	Board Appointment	Finance, Compliance, Risk Management
Director	Agnes Komolafe	Board Appointment	Business, Digital Wellness, Coaching
Director	Barry Johnson	Board Appointment	
Vacancy	Ian Frood	Board Appointment	
Director/ CEO	Viki Reid	Ex Officio	Education
Total	9		

In a MAT, the board of directors may delegate some of its functions to 'Quality of Education Boards' in each or some of the schools. Governors who sit on Quality of Education Boards are not trustees unless they also sit on the trust's board.

1.8 GLC Committee Structure

Committee of the GLC Board of Directors	Scheme of Delegation	Membership	Meetings
GLC Quality of Education Boards	- Leadership and Management - Curriculum breadth, quality and compliance - Academic standards for all and groups of pupils - Pupils' personal development - Pupils' behaviour, attendance and attitudes to learning [including its impact on progress] - Safeguarding - Preparation for transitions - Careers	Governors	Half Termly [except summer 1]
GLC Action Groups	- Teaching and Learning - Early Years - RWI - Curriculum - English - Maths - Personal Development - SEND - Disadvantaged - More Able - Reputation & Community - Sustainability - Attendance	Governors	Half Termly
GLC Inclusion Panel	- Behaviour & Relationships Policy - SEND Policy - Implementation and impact of the inclusion strategy - Prevention of suspensions and exclusions	Chris Coles Lucy Harris Anne Fraser Agnes Komolafe Lynda Pritchard	Half Termly

GLC Finance & Risk Committee	- Resource management [short and long term]
	- Audit
	- Compliance
	- Risk Management
	- Policies:
	  - Charging & Remissions
	  - Director & Governor Expenses or Allowances
	  - Data Protection
	  - GDPR
	  - Anti Fraud & Corruption
	  - Business Continuity
	  - Debt Recovery
	  - Financial Authority & Business
	  - Funding for High Level CPD
	  - Lettings
	  - Pensions
	  - Reserves
	  - Risk Management
		Paul Connew
		Lynda Pritchard
		Anne Fraser
		Nneka Washington-Welch
		Gary Vincent
			Half Termly

	- Subject Access Request [SAR] - Staff Expenses		
GLC Health & Safety Committee	Policies: - Health & Safety - Bomb Evacuation - Critical Incident - Defibrillator - Disabled Persons Evacuation Procedure - Educational Visits - Employment of Disabled Persons - Fire Evacuation Procedures - LPA Flood Warning - TPA Flood Warning - Lone Worker - Positive Handling - Smoking at Work - First Aid - Intimate Care - Children with medical needs who cannot attend school - Supporting pupils with medical needs	Chris Coles Allison Taylor Stuart Cordery	Termly
GLC People Committee	- People Strategy - HR policy, implementation and monitoring - Recruitment and Retention - Wellbeing - Employee Relations - Policies: - Appraisal & Capability - Grievance - Pay - Staff Disciplinary - Disabled Persons' Evacuation Procedure - Employment of Disabled Persons - Flexible Working - Leadership & Steering Group Code of Conduct - Long Service - Harassment, Bullying & Victimisation [Staff] - Induction for New Staff - Menopause - Probation Procedure - Staff Code of Conduct - Staff Counselling - Staff Leave of Absence - Staff Sickness Absence Management - Staff Wellbeing - Volunteer	Lynda Pritchard Allison Taylor	Termly
GLC Pay Committee	- These will convene annually [before 31st December in each academic year] to consider the performance of the CEO and to make pay recommendations and to set performance targets for the academic year. See Appendix 9, Schedules 1-3	As People Committee	Annually
GLC Discipline Panel	- Convenes as necessary to hear permanent exclusion cases		As required
GLC Scrutiny Committee	- To oversee the appointment of directors and governors as necessary	Chair of Board QE Board	As required

		CEO Head	

1.9 GLC: Quality of Education Board Composition

School	Composition	Composition
Gateway Academy	GLC CEO Head of School GLC Director GLC Community Governors 2 Parent governors 1 Staff governor	
GLC Primaries: Gateway Primary Free School Herringham Primary Academy Lansdowne Primary Academy Tilbury Pioneer Academy		GLC CEO Heads of School GLC Director GLC Community Governors 4 Parent governors 5 Staff governors

Please see Appendix 11 for the agreed GLC Scheme of Delegation.
Please see the GLC Articles of Association re GLC members [paragraph 12+] and appointment of directors [paragraph 50+].

The Board of Directors will operate at all times in accordance with the terms of the Funding Agreement, its Articles of Association and all other relevant and subsequent legislation.

The chair and vice chair will be elected by the Board members at the start of the academic year and will be appointed for a period of one year. Directors wishing to self-nominate should do so by writing to the clerk no later than two weeks in advance of the autumn term meeting.

Nominations for appointment to the Board of Directors will be submitted to the Scrutiny Committee for discussion. A recommendation will be made to the Board of Directors for ratification.

1.10 Amendment of Instrument and Rules of Government
This document shall be subject to review at the first meeting of the directors and at the first meeting of the Directors in each academic year thereafter. This document may be modified or replaced by the Directors.

1.11 Copies of the Instrument and Rules of Government
A copy of this document, and of any rules and bye-laws, shall be given to every director and shall be available for inspection upon request by members of staff during normal office hours at the offices of the Academy and the GLC Trust.

1.12 Effective Date
This Instrument and Rules of Government shall come into effect, in relation to a Quality of Education Board at the first meeting of the Board of Directors or through the signature by the chair on behalf of the Quality of Education Board to agree to these Terms of Reference [whichever is first].

1.13 Conduct of staff
The GLC Trust [as employer] is responsible for determining the human resource policies, procedures and terms and conditions of service for all employees including the setting of appropriate rules for the conduct of staff, in each case as developed with each GLC Academy. Changes to such policies and procedures will be effected only after consultation with the GLC Board and staff groups where appropriate.

Section 2: Directors

The role of the directors mainly involves strategic oversight across the GLC, governance, contractual relationships with third parties and setting the Academy Trust's vision and policies.

The directors retain authority and responsibility for the following, although these duties will be discharged by the directors in a way which reflects the local characteristics and level of autonomy which might be appropriate for each GLC Academy as agreed from time to time:- [Please see Appendix 11 for the GLC Scheme of Delegation].

2.1 Compliance and Governance

- Compliance with all statutory regulations and Acts of Parliament governing the operation of the GLC Trust, including health and safety;
- Compliance with the provisions of the Funding Agreements;
- Determination of the corporate planning and strategy for the GLC.

2.2 Appointments and Training

- The GLC Board will put in place processes for:
  (i) making appointments within the directors' remit; and
  (ii) the CEO and Heads of School making appointments within their own remit;
- Appointment of the Head of School at an Academy;
- In relation to each Quality of Education Board, to appoint the clerk;
- Appoint the Responsible Officer for the GLC;
- Providing director and governor training and evaluation.

2.3 Policies and Targets

The GLC Board will:

- Consider and evaluate performance against Key Performance Indicators [KPIs] agreed with the CEO in relation to academic standards, finances and other matters;
- Determine the educational targets of the GLC in consultation with CEO, including, but without limitation, determination of the GLC development plans;
- Determining any additional financial and reporting targets for the GLC;
- Determining an Academy Trust-wide Disclosure and Barring Service [DBS] policy;
- Determining an Academy Trust-wide health and safety policy;
- As the legal employer of all staff, responsibility for human resource policies and procedures and appropriate terms and conditions of service; and
- Determine the admissions policy and arrangements for the GLC Academies in accordance with admissions law and DfE codes of practice [which is implemented locally].

See Appendix 1 for policy framework

2.4 Vision and Accountability

The GLC Board will:

- Establish and carry forward the GLC's vision, in a way appropriate to the specific qualities and community characteristics of each GLC Academy;
- Hold Academy leadership to account for academic performance, quality of care and quality of provision.

2.5 Resignation and Removal

- A director may at any time resign his/her office by giving notice in writing to the clerk;
- The directors may terminate the appointment of any director or governor whose presence or conduct is deemed by the directors not to be in the best interests of the Trust or the Learning Community;
- Any director employed by the Trust shall automatically cease to hold office if he/she ceases to be associated with the Learning Community in the capacity in which he/she was appointed or elected;
- If both the chair and the vice chair resign, or have to relinquish their offices for any reason, the Board of Directors will hold a special meeting within 30 Academy days to elect their successors.

2.6 Persons Ineligible To Be Directors

- No person shall be qualified to be a director unless they are aged 18 or over at the date of their election or appointment. No current pupil of the Learning Community shall be a director;
- A director shall cease to hold office if he/ she becomes incapable by reason of mental disorder, illness or injury of managing or administering his/ her own affairs;
- A director shall cease to hold office if he/ she is absent without the permission of the directors from all their meetings held within a period of six months and the directors resolve that this office be vacated;
- A director shall cease to hold office if he/ she is disqualified from acting as a director by virtue of section 72 of the Charities Act 1993 [or any statutory re-enactment or modification of that provision];
- A person shall be disqualified from holding or continuing to hold office as a director if:
    (a) Their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
    (b) They are the subject of a bankruptcy restrictions order or an interim order;
    (c) If they have been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he/she was responsible or to which he/she was privy, or which he/she by his/her conduct contributed to or facilitated.
- At any time when he/ she is:
    (a) Included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the Protection of Children Act 1999; or
    (b) Disqualified from working with children under section 35 of the Criminal Justice and Court Services Act 2000.
- If he/ she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002;
- Where he/ she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993;
- If he/ she has not provided to the Chair of the Board of Directors a criminal record certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of the Chair of the Board of Directors confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

2.7 Term of Office

- Any director shall hold and vacate office in accordance with the terms of their appointment but [except in the case of the Ex-Officio member] the length of his/her term of office shall not exceed 2 terms but can be extended by agreement of the directors;
- Directors retiring at the end of their term of office shall be eligible for re-appointment or re-election;
- The chair and vice chair will be appointed for a period of one year.

2.8 Conflicts of Interest

- The income and property of the Trust must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the directors with regard to having a Personal Financial Interest shall also apply to the governors
- Any director who has any duty or personal interest [including but not limited to any Personal Financial Interest] which conflicts or may conflict with his/her duties as a director shall disclose that fact to the Board as soon as they become aware of it. A director must absent themselves from any discussions of the directors in which it is possible that a conflict will arise between their duty to act solely in the interests of the Trust and any duty or personal interest [including but not limited to any Personal Financial Interest].

2.9 Responsibilities

The Board of Directors will:

- Delegate responsibilities to Quality of Education Boards that will be responsible for the day-to-day operations of each member Academy. The Quality of Education Boards shall be a Committee of the Board of Directors established pursuant to the Articles. If a Quality of Education Board is disbanded, these responsibilities will return to the GLC Board or the CEO as appropriate;
- Operate at all times in accordance with the Academy Standards and Framework Act 1998, the Academy Government Regulations and all other relevant and subsequent legislation.
- The directors are responsible for the general control and management of the administration of the Company in accordance with the provisions set out in the Articles of the Company.
- Legal responsibility for each Academy within the Trust lies with the Company. It is governed by the directors, who rely on advice and support from each Quality of Education Board, particularly related to [but not limited to] strategic planning and the specific matters delegated under these Terms of Reference.
- Please see Appendix 11 for the GLC Scheme of Delegation.
- The Board of Directors will report to the DfE through the CEO.
- Ensure that admissions and attendance registers are kept at each academy in accordance with statutory regulations.
- Ensure that support is delivered for looked after children and previously looked after children.

Section 3: Board Procedures

3.1. Board of Directors' Meetings

- The Board of Directors will set the dates for its meetings [including those for any of the Non-Statutory Committees] for the forthcoming calendar year at the final meeting of the Academy year;
- Meetings will be limited where possible to 2 hours' duration;
- Where the business has not been completed within the agreed time, those directors present may resolve to continue the meeting (i) for a specified extension of time, or (ii) if not completed, in order to finalise the business identified on the Agenda;
    - The quorum for any Board of Directors meeting and vote must be three persons or, where greater, any one third [rounded up to whole number] of the total number of directors holding office;
    - Every decision to be made at a meeting of the Board of Directors shall be determined by a majority of the votes of the directors present and voting on the question. Every director shall have one vote. Where there is an equal division of votes the chair of the meeting shall have a second or casting vote;
    - A director may not vote by proxy;
- No resolution of the Board of Directors may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting;
- Any director who is also an employee of the Company shall withdraw from that part of any meeting of the Board of Directors at which their remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered;
- A resolution in writing, signed by all the directors [or all of the members of a committee of the Board], shall be valid and effective as if it had been passed at a meeting of the directors or [as the case may be] a committee of directors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the directors [or the members of a committee, as the case may be];
- Any director shall be able to participate in meetings of the Board by telephone or video conference provided that he/she has given reasonable notice to the clerk and that the directors have access to the appropriate equipment.

3.2. Agendas, Minutes and Publication

- The clerk will consult the chair and the CEO when preparing the agenda;
- Any director may place an item on the agenda by writing to the clerk giving at least two weeks' notice;
- Wherever possible papers that directors will need to consider will be attached to the agenda;
- Notification of 'Any Other Business' will be included early on the agenda, and any director wishing to raise an urgent item for discussion during the meeting must give notice at this time. [N.B. The Board of

Directors will need to consider whether it wishes to discuss any particular item raised in this manner or, if appropriate, when or by whom it will be considered];
- The clerk shall ensure that a copy of the agenda for every meeting of the directors, the draft minutes of every such meeting [if they have been approved by the chair of that meeting], the signed 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 to the Company Secretary;
- At every meeting of the Board of Directors the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the directors present decide otherwise, and, if agreed to be accurate, shall be signed as a true record;
- Any dissenting views will be recorded in the minutes of the meeting, if that is the wish of one or more directors present;
- Copies of the draft minutes, once approved by the chair, will be sent to all members of the Board of Directors, or Committee, within 30 days of approval.

3.3 Attendance
- The time of arrival and/or departure of any director not in attendance throughout the entire meeting will be recorded in the minutes;
- In the absence of the CEO, a Head of School will be in attendance to deputise and will have full voting rights.

3.4. Information
- All significant correspondence for the Board of Directors will be reported to each meeting, for information or action as appropriate. The chair, clerk and/or CEO will take appropriate action on correspondence received, giving a report on any urgent action taken;
- The Board of Directors will agree who will write letters and make public statements on its behalf, either generally or on specific issues;
- The CEO will present a written report to meetings of the Board of Directors at least once per term;
- Where information required by the Board of Directors is not readily available, reasonable time will be given for its production.

3.5. Confidential Items
- Confidential items will be distributed to directors on pink coloured paper. These should be returned to the clerk at the end of the meeting for confidentiality reasons. If directors do not attend a meeting they are asked to safely destroy their copy/copies.

3.6 Decisions and Delegation
- Voting will ordinarily be by show of hands unless one or more director requests a secret ballot. [N.B. The election of chair and vice chair must be by secret ballot];
- The Board of Directors will delegate duties to Committees and to individuals, including the CEO, and may also establish Working Groups to provide information and recommendations for the Board of Directors on specific issues;
- The chair of each of the Committees and Working Groups will be appointed by the Board of Directors / the Committee or Working Group concerned;
- The Board of Directors will determine when the Non-Statutory Committees and any Working Groups will meet / allow the Non-Statutory Committees and any Working Groups to determine their own timetable of meetings within given limits;
- On the appointment of Associate Members to Committees, the Board of Directors will determine whether to grant voting rights. Where this entitlement is given it should be noted that no vote can be taken at a Committee meeting unless the majority of members present are directors.

3.7 Special meeting of the GLC Board of Directors
- A special meeting of the GLC Board of Directors shall be called by the clerk whenever requested by the chair or at the request in writing by any three directors. Where there are matters demanding urgent consideration, the chair or, in his/her absence, the vice chair may waive the need for seven days' notice of the meeting and substitute such notice as he/she thinks fit;

- The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda;
- If, for lack of a quorum, a meeting cannot be held or, as the case may be, cannot continue, the chair shall, if he/she thinks fit, determine the time and date at which a further meeting shall be held and shall direct the clerk to convene the meeting accordingly.

3.8 Responsibilities of the CEO

Subject to the responsibilities of the GLC Board of Directors and the policy statements of the GLC Trust, the CEO shall be responsible to the Board for:

- Reporting regularly to the Board of Directors on the performance of the GLC Academies;
- Implementing the agreed policies and procedures laid down by the GLC Board of Directors: this includes the implementation of all statutory regulations;
- Advising the GLC Board of Directors on the strategic direction of the Trust: forward planning and quality assurance;
- Performing the role of Accounting Officer ensuring compliance with the Funding Agreements and the effective use of resources to meet the aims of the GLC;
- Managing all staffing budgets;
- The appointment of Heads of School and Central GLC as delegated by the directors the salary grading, allocation of duties, appraisal and discipline of these staff;
- All such additional functions as may be assigned under the job description or contract of employment.
- Monitoring local HR activity and policy, including the process for local performance reviews for members of staff and in particular ensuring that it is within the parameters of the agreed policy;
- Considering whether any changes are required to staff terms and conditions, although the CEO may not make any amendments to terms and conditions without the directors' consent;
- Supporting the appraisals of the Heads of School.
- Selecting a group of people for Ofsted Inspections, to include directors, governors and executive leaders as appropriate.

3.9 Responsibilities of the Executive Head

Subject to the responsibilities of the GLC Board of Directors and the policy statements of the GLC Trust, the Executive Head of School shall be responsible to the Board for:

- Providing effective leadership and management to a group of schools in the trust;
- Driving trust wide improvement priorities;
- Ensuring the schools in the trust are delivering high quality provision and securing the best outcomes for pupils;
- Promoting a culture of unity and collaboration among the schools in the trust;
- Embedding our shared vision across the trust, ensuring that it is understood by staff and parents;
- Developing and reviewing the trust's strategic plan, ensuring that key objectives are used to develop school improvement plans;
- Reviewing and monitoring progress of school improvement plans and self-evaluations forms, providing necessary challenge in order to achieve a sustained focus on the strategic objectives;
- Line managing HOS, providing effective support and challenge to help them secure best outcomes for pupils;
- Supporting with managing the trust's budget and resources;
- Allocating financial resources appropriately, efficiently and effectively
- Developing and retaining high quality staff through effective professional development and performance management
- All such additional functions as may be assigned under the job description or contract of employment.

3.10 Responsibilities of the Head of School

Subject to the responsibilities of the GLC Board of Directors and the policy statements of the GLC Trust, the Head of School shall be responsible to the Board for:

- The leadership and management of the GLC Academy;
- The admission of pupils;

- The appointment of all other staff and [except to the extent directed otherwise by the directors], the salary grading, allocation of duties, appraisal and discipline of all Academy staff;
- The maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the Board of Directors;
- All such additional functions as may be assigned under the job description or contract of employment;
- Managing the delegated budgets and resources agreed by the GLC Finance Committee;

Section 4: GLC Sub Committees of the Board of Directors

It is resolved to delegate various powers and responsibilities to the following:

- GLC Quality of Education Boards Appendix 2
- GLC Action Groups Appendix 3
- GLC Inclusion Panel Appendix 4
- GLC Finance & Risk Committee Appendix 5
- GLC Health & Safety Committee Appendix 6
- GLC People Committee Appendix 7
- GLC Discipline Committee Appendix 8
- GLC Pay Committee Appendix 9
- GLC Scrutiny Committee Appendix 10

Committees may propose policies to the full GLC Board of Directors meeting for approval.

Appendix 1 - GLC Policy Review Schedule 2026-27

CONTENTS				
Board	Intention 1 Safeguarding	Intention 2 Inclusion	Intention 3 Curriculum and Teaching	Intention 4 Attendance & Behaviour
Intention 5 Personal Development	Intention 6 Early Years	Intention 7 Leadership and Governance	Intention 8 Support Services	Intention 9 Reputation, Community & Growth

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
Board											
- Board of Directors Terms of Reference and Scheme of Delegation 2026-27	✓	VR							LP		
Intention 1: Safeguarding											
Air Rifle Cadet Shooting Safety & Management Policy Aut 26 [Aut 27]		GM							LP		
- Online Safety Policy Aut 24 [Aut 26]		DBT							Safeguarding		
Restrictive Interventions & Reasonable Forces Policy Spr 26 [Spr 27]		SC				✓					
- Safeguarding and Child Protection Policy Aut 25 [Aut 26]	✓	DBT							Safeguarding		
- Searching, Screening & Confiscation Policy Sum 26 [Sum 28]		SC			✓				Inclusion		
- Staff Whistleblowing Policy Spr 26 [Spr 27]	✓	KC			✓				GV		
Intention 2: Inclusion											
Accessibility Policy & Plan Aut 25 [Aut 27]	X								Health & Safety		
- Disabled Persons' Evacuation Procedure Spr 25 [Spr 28]		JJ							People Health & Safety		
- Disadvantaged Pupils' Policy Sum 24 [Sum 26]		KK					✓		Disadvantaged AK		
Elective Home Education Policy Spr 26 [Spr 28]		DD				✓			LP		

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
- Employment of Disabled Persons Policy Spr 25 [Sum 28]		KC							People		
- Equality of Opportunity Policy Aut 24 [Aut 28] *Recommended review every 4 years*	✓	VR							LH		
- SEND Policy [Primary] Aut 25 [Aut 26]	✓	SC		✓					LH		
- SEND Policy [Secondary] Aut 26 [Aut 27]	✓	SC/LH		✓					LP		
- Suspensions & Exclusions Policy Sum 26 [Sum 27]	✓	SC		✓					LP		
Intention 3: Curriculum and Teaching											
AI Policy Aut 25 [Aut 27]		RS		✓					AK		
- Assessment & Feedback Policy [Secondary] Aut 24 [Aut 27]		GM	✓						Teaching & Learning		
- Assessment & Responsive Feedback Policy [Primary] Aut 25 [Aut 26]		DG	✓						Teaching & Learning		
- Careers Policy Sum 24 [Sum 27]	✓	GM/ DZ							GV		
- Curriculum Policy [Primary] Aut 25 [Aut 26]		SO							Curriculum		
- Curriculum Policy [Secondary] Sum 25 [Sum 27]		GM							Curriculum		
- Educational Visits Policy Aut 24 [Aut 26]		VR							LP		
- Early Career Framework Induction Policy Sum 26 [Sum 27]	✓	DG					✓		People		
- English Policy [Primary] Sum 25 [Sum 26]		VR/ MG						✓	Literacy		
Exams Access Arrangements Policy Aut 26 [Aut 27]		GM							LP		
- Exams Equalities Policy Spr 26 [Spr 27]		GM			✓				HH		
- Examination Policy GA Spr 26 [Spr 27]		GM			✓				HH		
- Exams Complaints Policy Spr 26 [Spr 27]		GM			✓				HH		
- Exams Conflict of Interest Policy		GM			✓				HH		

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
Spr 26 [Spr 27]											
- Exams Cyber Security Spr 26 [Spr 27]		GM			✓				HH		
- Exam Contingency Plan Spr 26 [Spr 27]		GM			✓				HH		
- Exam Emergency Evacuation Procedure Spr 26 [Spr 27]		GM			✓				HH		
- Exams Malpractice Policy Spr 26 [Spr 27]		GM			✓				HH		
- Exams Whistleblowing Policy Spr 26 [Spr 27]		GM			✓				HH		
- Exams Non examination assessment Policy Spr 26 [Spr 27]		GM			✓				HH		
- Exams Word Processor Policy Spr 26 [Spr 27]		GM			✓				HH		
- Home Study Policy [Primary] Sum 25 [Sum 27]		DG							Teaching & Learning		
- Homework Policy [Secondary] Sum 25 [Sum 27]		GM							Teaching & Learning		
Maths policy Sum 26 [Sum 27]		CH						✓	Maths		
Mobile Phone & Electronic Device Policy Sum 26 [Sum 27]	✓	GM									
- Target Setting Policy [Secondary] Aut 24 [Aut 26]		GM					✓		LP		
- Teaching and Learning [Primary] Sum 26 [Sum 27]		DG							Teaching & Learning		
- Teaching and Learning [Secondary] Spr 25 [Sum 27]		GM							LP		
- Volunteer Policy Sum 26 [Sum 28]		KC					✓		People		
Intention 4: Attendance & Behaviour											
- *Attendance Policy Aut 26 [Aut 27]	✓	EP/GM		✓					LP		
- Behaviour and Relationships [Primary] Sum 26 [Sum 27]	✓	SC					✓		LH		
- Behaviour Management [Secondary] Sum 26 [Sum 27]	✓	GM/SC					✓		LH		

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
- Children with health needs who cannot attend school Aut 25 [Aut 26]	✓	SC		✓					Health & Safety		
- First Aid Policy Aut 25 [Aut 26]	✓	SC							Health & Safety		
- *Uniform Policy Spr 26 [Spr 27]	✓	GM							HH		
Intention 5: Personal Development											
- Anti Bullying Policy Aut 25 [Aut 27]		SC	✓						HH		
- Relationships & Sex Education Policy [Primary] Aut 24 [Aut 27]	✓	SO		✓					LP		
- Relationships & Sex Education Policy [Secondary] Aut 24 [Aut 27]	✓	GM/ NU		✓					LP		
Intention 6: Early Years											
- Early Years Policy Sum 26 [Sum 27]	✓	SD/ DG							LP		
Nursery policies: - 3 year provision Aut 25 [26] - Growing Little Champions Aut 25 [26]		KL/ EY action group		✓							
Intention 7: Leadership and Governance											
- Admissions Policies Spr 26 [Spr 27]	✓	Heads SSMs			✓				HH		
- Appraisal and Capability Aut 25 [Aut 26]	✓	KC/ DG	✓						People Committee		
- Complaints Policy Sum 26 [27]	✓	VR/ GM	✓				✓		LP		
- Directors and Governors' Expenses or Allowances Policy Spr 26 [Spr 27]	✓	VR/ JJ				✓			Finance & Risk		
- Directors and Governors' Attendance Policy Spr 25 [Spr 28]											
- Directors and Governors' Induction Policy Spr 25 [Spr 28]											
- Directors and Governors' Visits Policy Spr 25 [Spr 28]											
- Flexible Working Policy Sum 26 [Sum 27]		KC/D G					✓		People		

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
- Grievance Policy Sum 26 [Sum 27]	✓	VR/ KC					✓		People		
- Harassment, Bullying and Victimisation [Staff] Policy Sum 25 [Sum 28]		KC							People		
- Induction Policy for New Staff Sum 26 [Sum 28]		DG/ KC					✓		People		
- Long Service Policy Spr 26 [Spr 30]		VR/ KC			✓				People		
- Menopause Policy Spr 26 [Spr 28]		KC			✓				People		
- Pay Policy Aut 25 [Aut 26]	✓	JJ/VR/ KC							People		
- Probation Procedure Sum 26 [Sum 28]		KC					✓		People		
- Recruitment & Retention Policy Aut 24 [Aut 26]		DG/ KC							People		
- Redundancy & Restructuring Policy Aut 24 [Aut 27]		KC							People		
- Staff Code of Conduct Spr 26 [Spr 28]		VR/KC			✓				People		
- Staff Counselling Policy Aut 24 [Aut 26]		KC							People		
- Staff Disciplinary [Misconduct] Procedure Sum 26 [Sum 27]	✓	KC/ VR					✓		People		
- Staff Leave of Absence Policy Spr 26 [Spr 27]		KC							People		
- Staff Sickness Absence Management Policy Sum 25 [Sum 27]		KC							People		
- Staff Wellbeing Policy Sum 26 [Sum 28]		DG/ KC					✓		People		
Intention 8: Support Services											
- Anti Fraud & Corruption Policy Spr 25 [Spr 27]		JJ							Finance & Risk		
- Biometrics Policy Spr 26 [Spr 28]		JJ/RS			✓				Health & Safety		
- Business Continuity Policy		JJ							Finance & Risk		

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
Aut 25 [Aut 27]											
- CCTV Policy Spr 26 [Spr 28]		JJ/RS			✓				Health & Safety		
- Charging and Remissions Policy Spr 26 [Spr 27]	✓	JJ				✓			Finance & Risk		
- Controlling access to GLC premises, dealing with threatening and abusive behaviour policy Aut 25 [Aut 26]	✓	JJ		✓					Health & Safety		
- Critical Incident Policy Sum 24 [Sum 27]		JJ							Health & Safety		
- Defibrillator Policy Sum 25 [Sum 28]		JJ							Health & Safety		
- Drugs Policy Spr 26 [Spr 28]		GM			✓				Health & Safety		
- Finance - Debt Recovery Policy Aut 24 [Aut 27]		JJ							Finance & Risk		
- Financial Authority and Business Policy Aut 2025 [Aut 26]		JJ							Finance & Risk		
- Fire Evacuation Procedures Sum 2024 [Sum 27]		JJ							Health & Safety		
- GDPR Acceptable Personal use of Resources and Assets Policy Spr 25 [Spr 29]		RS/JJ							Finance & Risk		
- GDPR Data Handling Security Policy Spr 25 [Spr 27]		RS/JJ							Finance & Risk		
- GDPR Data Protection Policy Spr 26 [Spr 27]	✓	RS/JJ			✓				Finance & Risk		
- *GDPR Data Protection Policy Statement Spr 26 [Spr 27]	✓	RS/JJ			✓				Finance & Risk		
- *GDPR Privacy Notice [staff] Aut 26 [Spr 27]	✓	RS/JJ			✓				Finance & Risk		
- *GDPR Privacy Notice [Pupil & Parent] Aut 26[Spr 27]	✓	RS/JJ			✓				Finance & Risk		
- GDPR Register of Data Controllers		RS/JJ			✓				Finance & Risk		
- GDPR Procedures for Reporting and Handling Security Incidents Spr 25 [Spr 29]		RS/JJ							Finance & Risk		

Policy Document Name & Date [Review date]	Stat-utory	GLC Person	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2	Director/ Committee	Date approved at Board	Distributed/added to website/staff area
- GDPR Records Management Policy Spr 25 [Spr 29]		RS/JJ							Finance & Risk		
- GDPR Rights - Advice to Parents Spr 25		RS/JJ							Finance & Risk		
- GDPR Statutory Requests for Information Policy Spr 25 [Spr 29]		RS/JJ							Finance & Risk		
- Funding for high level CPD Policy Spr 26 [Spr 30]		JJ			✓				Finance & Risk		
- Health & Safety Policy Aut 25 [Aut 26]	✓	JJ		✓					Health & Safety		
- Intimate Care Policy Aut 25 [Aut 26]	✓	SC		✓					Health & Safety		
- Lettings Policy Sum 26 [Sum 27]		JJS							Finance & Risk		
- Lone Worker Policy Aut 25 [Aut 28]		JJ	✓						Health & Safety		
- LPA Flood Warning & Evacuation Plan Aut 2025 [Aut 27]		JJS		✓					Health & Safety		
- Pensions Policy Spr 25 [Sum 28]		JJ							Finance & Risk		
- Reserves Policy Aut 25 [Aut 27]		JJ							Finance & Risk		
- Risk Management Policy Spr 25 [Spr 27]		JJ							Finance & Risk		
- SAR [Subject Access Request] Policy Aut 24 [Aut 26]		RS/JJ							Finance & Risk		
- Smoking at Work Policy Spr 25 [Spr 28]		JJ							Health & Safety		
- Staff Expenses Policy Aut 24 [Aut 27]		JJ							Finance & Risk		
Supporting pupils with medical conditions Aut 25 [Aut 26]		SC		✓					Health & Safety		
TPA Flood Warning & Evacuation Plan Aut 25 [Aut 27]		JJ		✓					Health & Safety		

Appendix 2: GLC Quality of Education Boards

Quality of Education Boards will be structured within the GLC as outlined in the overview above. Each Quality of Education Board will have powers delegated to it via the GLC Board of Directors.

The role of the governors is to carry the Academy Trust vision forwards, based on the specific qualities and community characteristics of each academy. The governors are expected to question and challenge academy leadership and to hold them to account.

1. Terms of Reference for GLC Quality of Education Boards

- These terms of reference are drafted and maintained by the GLC Trust. The directors may make amendments to these terms of reference from time to time, as described in the Academy Trust's Articles of Association;
- In the event that amendments are made, the Academy Trust shall notify the chair of each Quality of Education Board, who shall be expected to make the other governors aware of such changes;
- The Quality of Education Boards shall be a committee of the directors and governors established pursuant to articles 100 to 106 of the Articles of Association of the Academy Trust.
- Membership of the Quality of Education Boards shall be determined in accordance with the table below and in according to the following provisions:
    - The total membership shall be not less than 5 and no more than 9 [GA] and 12 [primary academies];
    - Each Quality of Education Board must have at least one but no more than 2 [in the case of the primary academies].

Gateway Learning Community: Quality of Education Board Composition

School	Composition	Composition
Gateway Academy	GLC CEO Head of School GLC Director GLC Governors	
GLC Primaries: Gateway Primary Free School Herringham Primary Academy Lansdowne Primary Academy Tilbury Pioneer Academy		GLC CEO Heads of School GLC Director GLC Governors

- The staff members will be elected by the staff. Only those working in the Academy that the Quality of Education Board is responsible for will be eligible to stand for election or to cast a vote.
- The Quality of Education Board may continue to act notwithstanding a temporary vacancy in its composition.

2. Appointment of the Chair and Vice Chair of the Quality of Education Board

- The chair and vice chair of the Quality of Education Board shall be recommended by the particular governors of that Board and will be approved by the GLC Board of Directors;
- The term of office of the chair and vice chair of a Quality of Education Board shall be one year. Further, subject to remaining eligible to be a chair or vice chair, any governor may be re-appointed as chair for consecutive periods not exceeding 10 years in total but thereafter a governor shall not usually be eligible for re-appointment as chair or vice chair [as the case may be] until one year after his/her retirement, unless agreed by resolution of the directors that he or she shall be eligible to serve for a further consecutive term
- If both the chair and the vice chair are absent from any meeting of the Quality of Education Board, those governors or directors present shall appoint one of their number to chair the meeting.

3. Quality of Education Board Areas of oversight [delegated responsibilities from the GLC Board of Directors]

- The GLC Board of Directors has delegated the following areas of responsibility to each Quality of Education Board. Governors will act as a 'critical friend' in the following areas and will report findings back directly to the GLC Board of Directors;
  - Ofsted framework;
  - Leadership and Management;
  - Curriculum breadth, quality and compliance;
  - Academic standards for all and groups of pupils;
  - Pupils' personal development;
  - Pupils' behaviour, attendance and attitudes to learning [including its impact on progress];
  - Safeguarding including ensuring that names of the [DSL] Designated Safeguarding Leads are set out within the safeguarding policy and are displayed within each academies;
  - A CLA [Child Looked After] designated person is appointed at each school who will be the same person as the DSL.
  - Preparation for transitions;
  - Delivering careers guidance with regards to statutory duties;
  - Delivering the Early Years Foundation Stage, in line with statutory requirements through both the Quality of Education Board and Early Years Action Group. Policies are approved appropriately by the board or delegated to the Action Group.

4. Assessment and review of academies

- Governors and directors, through the CEO, shall be expected to report on a termly and annual basis to the GLC Trust against KPIs which have been set in relation to the Quality of Education Board areas of oversight. The basis of these KPIs may be amended by the GLC Trust from time to time and the directors will notify the chair of each Quality of Education Board of any amendments.

5. Meetings of the Quality of Education Board

- The Quality of Education Board shall meet once every half term, except in summer 1, for each school that it represents. The Quality of Education Board shall hold other meetings as may be necessary;
- All meetings shall be convened by the clerk to the Quality of Education Board, who shall send to governors and directors written notice of the meeting and a copy of the agenda and supporting papers at least five clear days in advance of the meeting;
- The meetings will last no longer than 2 hours.

6. Quorum for Quality of Education Boards

- A quorum at a meeting of the Quality of Education Board shall be at least 1 governor or director;
- If the number of governors or directors assembled for a meeting of the Quality of Education Board does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the Quality of Education Board the number of governors or directors present ceases to constitute a quorum, the meeting shall be terminated forthwith.

7. Proceedings of the Quality of Education Board Meeting

- Every question to be decided at a meeting of the Quality of Education Board shall be determined by a majority of the votes of the governors and directors present and voting on the question. Every governor and director shall have one vote. Where there is an equal division of votes the chair of the meeting shall have a second or casting vote;
- A governor or director may not vote by proxy;
- Any governor or director shall be able to participate in meetings by telephone or video conference provided that he/she has given reasonable notice to the clerk and that they have access to the appropriate equipment.

8. Minute of Meetings

- The clerk to the Quality of Education Board shall ensure that:
    - A copy of the agenda for every meeting is available;
    - The draft minutes of every such meeting [if they have been approved by the chair of that meeting];
    - The signed minutes of every such meeting;
    - Any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the PA to the CEO.

9. Resignation and removal of governors

- A governor or director may at any time resign his/her office by giving notice in writing to the clerk to the Quality of Education Board;
- A governor or director shall cease to hold office if he/she is removed by the person or persons who appointed him/her. This provision does not apply in the case of the parent or staff member;
- The directors may terminate the appointment of any governor or director whose presence or conduct is deemed by the directors not to be in the best interests of the GLC or the Academy;
- Any staff member shall automatically cease to hold office if he/she ceases to be employed at the Academy. However, a parent governor shall not automatically cease to hold office solely by reason of the child [of whom that parent governor is a parent or carer] ceasing to be a pupil at the Academy.

10. Persons ineligible to be governors

- No person shall be qualified to be a governor unless he/she is aged 18 or over at the date of his/her election or appointment. No current pupil of the Academy shall be a governor;
- A governor shall cease to hold office if he/she becomes incapable by reason of mental disorder, illness or injury of managing or administering his/her own affairs;
- A governor shall cease to hold office if he/she is absent without the permission of the governors from all their meetings held within a period of six months and the governors resolve that his/her office be vacated;
- A governor shall cease to hold office if he/she would be disqualified from acting as a charity director by virtue of section 72 of the Charities Act 1993 [or any statutory re-enactment or modification of that provision];
- A person shall be disqualified from holding or continuing to hold office as a governor if:
    - His/ her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
    - He/ she is the subject of a bankruptcy restrictions order or an interim order;
    - At any time when he/she is:-
        - Included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under Section 1 of the Protection of Children Act 1999; or
        - Disqualified from working with children under Section 28, 29, 29A and 29B of the Criminal Justice and Court Services Act 2000;
        - If he/she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002;
        - Where he/she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding

any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993;
- If he/she has not complied with the Academy Trust's DRB policies. Governors are required to be familiar with the DBS policies and must act in compliance with them;
- Where a person becomes disqualified from holding, or continuing to hold office as a governor and he/she is, or is proposed, to become such a governor, he/she shall upon becoming so disqualified give written notice of that fact to the chair or to the directors.

11. Governors' Term of Office

- Any governor shall hold and vacate office in accordance with the terms of his/her appointment but [except in the case of the Head of School] the length of his/her term of office shall not exceed four years;
- Subject to remaining eligible to be a governor, any governor may be re-appointed for consecutive periods not exceeding 10 years in total but thereafter a governor shall not be eligible for re-appointment until one year after his or her retirement, unless agreed exceptionally by resolution of the directors that he or she shall be eligible to serve for a further consecutive term;
- Subject to remaining eligible to be a governor, any governor may be re-appointed for consecutive periods not exceeding 2 terms but can be extended by agreement of the directors. Thereafter a governor shall not be eligible for re-appointment until one year after his or her retirement, unless agreed exceptionally by resolution of the directors that he or she shall be eligible to serve for a further consecutive term.

12. Conflict of Interests

- The income and property of the GLC must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the directors with regard to having a Personal Financial Interest shall also apply to the governors;
- The procedure detailed in article 6 of the Articles shall apply to the Quality of Education Board always provided that, in the case of a Personal Financial Interest for a governor who is not also a director, the Quality of Education Board may meet to authorise the benefit;
- Any governor who has any duty or personal interest [including but not limited to any Personal Financial Interest] which conflicts or may conflict with his/her duties as a governor shall disclose that fact to the governors as soon as he/she becomes aware of it. A governor must absent him/herself from any discussions of the governors 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].

Appendix 3: GLC Action Groups

The GLC Action Groups are established to deliver key elements of the GLC Development Plan across all academies within the GLC. Action groups are populated by representatives [where appropriate] from each GLC academy. The action groups are a key vehicle for researching best practice regionally, nationally and internationally and applying this strategically across the GLC in order to help to achieve the organisation's mission.

Terms of Reference
In order that each action group functions efficiently and effectively, the following terms of reference have been agreed:

1. A schedule of meetings will be agreed a year in advance and will be published in the GLC annual calendar;
2. The timings and location of meetings will be agreed by the action group with the chair having a casting vote;
3. Where appropriate, members from each GLC academy will be represented on the task group [ie the Gateway Academy will not need to be represented on the Early Years Task Group]. Members will be nominated by their Head of School annually;
4. Heads of School will delegate decision-making authority to the members of the action group [with the exception of financial matters]; [e.g. the English Action Group may lead the development of a GLC spelling strategy that will then be implemented in each GLC academy without the need to seek approval from the Head of School;
5. If decisions require a vote, then there will be one per school with the chair holding the casting vote;
6. The chairs of each action group will be agreed annually by the GLC Steering Group as part of the GLC development planning process;
7. The chair will be responsible for compiling the agenda. At the conclusion of each meeting members will be asked to suggest items for the following meeting. The chair will have the final say regarding the composition of the agenda.
8. The chair will be responsible for negotiating roles within the action group as appropriate and for establishing any working sub-groups;
9. A minute taker will record the key discussion areas for each meeting; the agreed actions and the member assigned to carry out the actions. The minutes will be stored on the Google Drive within the GLC network.
10. If a member is not able to attend a meeting they should arrange for a suitable colleague to deputise [NB this colleague will have the same decision making authorities]. They will also inform the chair [via email] and their respective Head of School in advance;
11. The CEO will meet with the chair of each action group at least once each term in order to compile information for the GLC Board and to discuss the progress against the GLC Development Plan key actions and impact measures.

Role of the Chair
Aside from managing the action group meetings, the chair will have a pivotal role in driving change to improve provision and outcomes. To this end, each GLC academy agrees to the following:

1. Chairs will have access to each GLC academy on a regular basis to monitor and evaluate the impact of the action group. This could take the form of:
   - Lesson observations;
   - Learning walks;
   - Work scrutinies;
   - Document reviews;
   - Data analysis;
   - Discussions with leaders;
   - Discussions with pupils and their parents.

   The chair should always agree the visit with the the Head of School giving one week's notice and outline the purpose and scope of the work. At the conclusion, a brief verbal feedback should be

given. This should be followed by brief written notes of the visit.

2. Depending on the nature of the visit, the chair will be authorised to bring other members of the action group to provide additional capacity.
3. Chairs will liaise with the CEO regularly as part of the monitoring and evaluation process and should routinely inform the CEO and Head of School of any concerns that may arise, with the view to addressing them effectively and speedily;

These terms of reference relate to the following GLC Action Groups:

- Teaching and Learning
- Early Years
- RWI
- Curriculum
- English
- Maths
- Personal Development
- SEND
- Disadvantaged
- More Able
- Reputation & Community including Projects & Partnerships
- Sustainability

Membership
Any members of the Board of Directors or GLC governors.

Frequency of Meetings
Every half term/term as appropriate.

Appendix 4: GLC Inclusion Panel

Function
The GLC Inclusion Panel is established to support and challenge colleagues across the primary academies in their approach to dealing with persistent unexpected behaviour. There are two panels held per term, with at least one representative from each GLC primary academy. It is a key vehicle for reviewing provisions, and actions around certain groups of pupils, and to research best practice in inclusion.

There are two forms of inclusion panel held per term, the first is to reflect on the academy's data when following the GLC processes [as defined in the behaviour and relationships policy] and so is a mechanism for self-evaluation. The second panel in a half term is in response to referrals or pupils identified as part of the data analysis made by academies where additional advice is required.

Membership
Any members of the Board of Directors or GLC governors.

Frequency of Meetings
Twice a half term.

Terms of Reference and Delegated Powers

1. To act in accordance with the national guidance and documentations to support behaviour in schools and the SEND Code of Practice, 2015. This includes:
   Behaviour in Schools - Advice for headteachers and school staff - GOV.UK and Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement.
2. To consider if additional support from within the academy or wider trust is required to support the pupil and school in avoiding further sanctions.
3. To consider if any “Reasonable Adjustments” are required for the pupil.
4. To consider if further referrals or advice from outside agencies is needed to support the pupil/family.
5. To consider if after all support/intervention has been exhausted the use of The GLC Behaviour Panel and /or Thurrock Inclusion Panel is now required.

Appendix 5: GLC Finance & Risk Committee

1. Terms of Reference for GLC Finance & Risk Committee

- These terms of reference are drafted and maintained by the GLC Trust. The directors may make amendments to these terms of reference from time to time, as described in the Academy Trust's Articles of Association;
- In the event that amendments are made, the Academy Trust shall notify the chair of the GLC Finance & Risk Committee, who shall be expected to make the other governors aware of such changes;
- The GLC Finance & Risk Committee shall be a Committee of the directors and governors established pursuant to articles 100 to 106 of the Articles of Association of the Academy Trust;
- Membership of the GLC Finance & Risk Committee shall be determined in accordance with the table below and in according to the following provisions:
- The total membership shall be not less than 3 directors and governors and no more than 5 directors and governors. Because of the importance of the Finance & Risk Committee and to ensure meetings are quorate, we will contact other directors or governors to ensure the meeting is quorate.

2. GLC Finance & Risk Committee Areas of Oversight [delegated responsibilities from the GLC Board of Directors]

- Establishing a funding model for use across the GLC Trust;
- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the GLC, in conjunction with the GLC's Finance Director;
- Oversight with regard to the finances of the GLC including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement;
- The determination, of the extent of the services provided to the Academies by the GLC and how these should be funded through the annual 'top-slice';
- Putting in place guidelines for the local maintenance of assets and appropriate registers;
- Oversight of all policies delegated to it by the GLC Board of Directors making amendments to be considered by the full Board.

3. Financial Matters

- Following the CEO's recommendation, the budget is to be submitted to the Finance & Risk Committee for discussion and scrutiny and the GLC Board of Directors for approval. For the avoidance of doubt, the Academy budget shall not be effective until such time as it has been approved by the directors;
- The Committee has oversight of each Academy to ensure it operates to cash limits as may be determined by the GLC and based on the approved budget;
- Except where prior permission has been obtained from the directors, the Academy budget is to be prepared to show break even or better.

4. Account and Audit

- The GLC Finance & Risk Committee will ensure that the GLC shall:
  - Keep proper accounts and proper records in relation to the accounts; and
  - Prepare in respect of each financial year of the Academy a statement of accounts;
  - Monitor pupil premium spend and PE and sports premium, the details of which shall be uploaded to the GLC website.
- The statement of accounts shall give a true and fair account of the state of the GLC's affairs at the end of the financial year and of the GLC's income and expenditure in the financial year;
- The accounts [including any statements prepared under this paragraph] shall be audited by persons appointed in respect of each financial year by the Members of the GLC.

5. Assessment and review of academies

The committee chair shall be expected to report on a termly and annual basis to the GLC Trust against KPIs which have been set in relation to the Finance & Risk Committee's areas of oversight. The basis of these KPIs may be amended by the GLC Trust from time to time and the directors will notify the chair of any amendments.

6. Meetings of the GLC Finance & Risk Committee

- The GLC Finance & Risk Committee shall meet at least once every term. The Committee shall hold other meetings as may be necessary;
- All meetings shall be convened by the clerk to the GLC Finance & Risk Committee who shall send to the directors written notice of the meeting and a copy of the agenda at least five clear days in advance of the meeting.

7. Quorum for GLC Finance & Risk Committee

- A quorum at a meeting of the GLC Finance & Risk Committee shall be 3 directors or governors;
- If the number of directors or governors assembled for a meeting of the GLC Finance & Risk Committee does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the GLC Finance Committee the number of directors and governors present ceases to constitute a quorum, the meeting shall be terminated forthwith.
- Other directors or governors are welcome to attend as observers but should inform the clerk in advance.

8. Proceedings of the GLC Finance & Risk Committee

- Every question to be decided at a meeting of the GLC Finance & Risk Committee shall be determined by a majority of the votes of the directors and governors present and voting on the question. Every director and governor shall have one vote. Where there is an equal division of votes the chair of the meeting shall have a second or casting vote;
- A director or governor may not vote by proxy;
- Any director or governor shall be able to participate in meetings of the Finance & Risk Committee by telephone or video conference provided that he/she has given reasonable notice to the clerk and that the directors and governors have access to the appropriate equipment.

9. Minute of Meetings

- At every meeting of the GLC Finance & Risk Committee, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the directors and governors present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- The clerk to the GLC Finance & Risk Committee shall ensure that:
    - A copy of the agenda for every meeting of the Committee;
    - The draft minutes of every such meeting [if they have been approved by the chair of that meeting];
    - The signed minutes of every such meeting;
    - Any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the PA to the CEO.

10. Conflict of interests

- The income and property of the GLC must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the directors and governors with regard to having a Personal Financial Interest shall also apply to the governors;
- Any director or governor who has any duty or personal interest [including but not limited to any Personal Financial Interest] which conflicts or may conflict with his/her duties as a director or governor shall disclose that fact to the Committee as soon as he/she becomes aware of it. A director or governor must absent him/herself from any discussions of the Committee in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the GLC and any duty or personal interest [including but not limited to any Personal Financial Interest].

Appendix 6: Health & Safety Committee

1. Terms of Reference for Health & Safety Committee

- These terms of reference are drafted and maintained by the GLC Trust. The directors may make amendments to these terms of reference from time to time, as described in the Academy Trust's Articles of Association;
- In the event that amendments are made, the Academy Trust shall notify the chair of the GLC Health & Safety Committee, who shall be expected to make the other governors aware of such changes.
- The GLC Health & Safety Committee shall be a Committee of the directors and governors established pursuant to articles 100 to 106 of the Articles of Association of the Academy Trust.
- Membership of the GLC Health & Safety Committee shall be determined in accordance with the table below and in according to the following provisions:

The total membership shall be not less than 3 directors and governors.

2. GLC Health & Safety Committee Areas of Oversight [delegated responsibilities from the GLC Board of Directors]

- To ensure the Trust is following all areas within the Guide to Good Estates Management as published by the DFE.
- Oversight of all policies delegated to it by the GLC Board of Directors making amendments to be considered by the full Board;
- Oversight and Evaluation of premises compliance within the Trust using Risk Manager;
- Oversight of Health & Safety Issues within the Trust;
- Monitoring of the implementation of Health & Safety Policies;
- Health & Safety Training;
- Attend Premises Walks with the Director of Finance and Operations whenever possible.

3 Assessment and review of academies

- The committee chair shall be expected to report on a termly and annual basis to the GLC Trust against KPIs which have been set in relation to the Health & Safety Committee's areas of oversight. The basis of these KPIs may be amended by the GLC Trust from time to time and the directors and governors will notify the chair of any amendments.

4. Meetings of the GLC Health & Safety Committee.

- The GLC Health & Safety Committee shall meet at least once every term. The Committee shall hold other meetings as may be necessary.
- All meetings shall be convened by the clerk to the GLC Health & Safety Committee; who shall send to the directors and governors written notice of the meeting and a copy of the agenda at least five clear days in advance of the meeting.

5. Quorum for GLC Health & Safety Committee

- A quorum at a meeting of the GLC Health & Safety Committee shall be 3 directors or governors.
- If the number of directors or governors assembled for a meeting of the GLC Health & Safety Committee does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the GLC Health & Safety Committee the number of directors or governors present ceases to constitute a quorum, the meeting shall be terminated forthwith.
- Other directors or governors are welcome to attend as observers but should inform the clerk in advance.

6. Proceedings of the GLC Health & Safety Committee

- Every question to be decided at a meeting of the GLC Health & Safety Committee shall be determined by a majority of the votes of the directors and governors present and voting on the question. Every director and governor shall have one vote. Where there is an equal division of votes the chair of the meeting shall have a second or casting vote;

- A director or governor may not vote by proxy;
- Any director or governor shall be able to participate in meetings of the Health & Safety Committee by telephone or video conference provided that he/she has given reasonable notice to the clerk and that the directors and governors have access to the appropriate equipment.

7. Minute of Meetings

- At every meeting of the GLC Health & Safety Committee, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the directors and governors present decide otherwise, and, if agreed to be accurate, shall be signed as a true record;
- The clerk to the GLC Health & Safety Committee shall ensure that:
  - A copy of the agenda for every meeting of the Committee;
  - The draft minutes of every such meeting [if they have been approved by the chair of that meeting];
  - The signed minutes of every such meeting.

8. Conflict of interests

- The income and property of the GLC must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the directors with regard to having a Personal Financial Interest shall also apply to the governors;
- Any director or governor who has any duty or personal interest [including but not limited to any Personal Financial Interest] which conflicts or may conflict with his/her duties as a director or governor shall disclose that fact to the Committee as soon as he/she becomes aware of it. A director or governor must absent him/herself from any discussions of the Committee in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the GLC and any duty or personal interest [including but not limited to any Personal Financial Interest].

Appendix 7: People [Pay] Committee

1. Terms of Reference for GLC People [Pay] Committee

- These terms of reference are drafted and maintained by the GLC Trust. The directors may make amendments to these terms of reference from time to time, as described in the Academy Trust's Articles of Association;
- In the event that amendments are made, the Academy Trust shall notify the chair of the GLC HR People [Pay] Committee, who shall be expected to make the other governors aware of such changes.
- The GLC HR People [Pay] Committee shall be a Committee of the directors and governors established pursuant to articles 100 to 106 of the Articles of Association of the Academy Trust.
- Membership of the GLC HR People [Pay] Committee shall be determined in accordance with the table below and in according to the following provisions:

The total membership shall be not less than 3 directors and governors. Because of the importance of the People [Pay] Committee and to ensure meetings are quorate, we will contact other directors and governors to ensure the meeting is quorate.

2. GLC HR People [Pay] Committee Areas of Oversight [delegated responsibilities from the GLC Board of Directors]

- The determination of the extent of the services provided to the Academies by the GLC and how these should be funded through the annual 'top-slice';
- Oversight of all policies delegated to it by the GLC Board of Directors making amendments to be considered by the full Board;
- Oversight and Evaluation of the People Strategy;
- Monitoring of High Level HR cases;
- Data Review, Report and Evaluation using SAM people;
- Monitoring of the implementation of HR policies;
- Monitoring of the implementation of Recruitment and Retention and Wellbeing policy;
- Employee relations and engagement;
- Training.

3. Assessment and review of academies

The committee chair shall be expected to report on a termly and annual basis to the GLC Trust against KPIs which have been set in relation to the HR Committee's areas of oversight. The basis of these KPIs may be amended by the GLC Trust from time to time and the directors and governors will notify the chair of any amendments.

4. Meetings of the GLC People [Pay] Committee

- The GLC HR Committee shall meet at least once every term. The Committee shall hold other meetings as may be necessary.
- All meetings shall be convened by the clerk to the GLC People [Pay] Committee; who shall send to the directors and governors written notice of the meeting and a copy of the agenda at least five clear days in advance of the meeting.

5. Quorum for GLC People [Pay] Committee

- A quorum at a meeting of the GLC People [Pay] Committee shall be 3 directors or governors.
- If the number of directors and governors assembled for a meeting of the GLC People [Pay] Committee does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the GLC People [Pay] Committee the number of directors and governors present ceases to constitute a quorum, the meeting shall be terminated forthwith.
- Other directors or governors are welcome to attend as observers but should inform the clerk in advance.

6. Proceedings of the GLC HR People [Pay] Committee

- Every question to be decided at a meeting of the GLC People [Pay] Committee shall be determined by a majority of the votes of the directors and governors present and voting on the question. Every director

and governor shall have one vote. Where there is an equal division of votes the chair of the meeting shall have a second or casting vote;
- A director or governor may not vote by proxy;
- Any director or governor shall be able to participate in meetings of the People [Pay] Committee by telephone or video conference provided that he/she has given reasonable notice to the clerk and that the directors and governors have access to the appropriate equipment.

7. Minute of Meetings
- At every meeting of the GLC HR People [Pay] Committee, the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the directors and governors present decide otherwise, and, if agreed to be accurate, shall be signed as a true record;
- The clerk to the GLC HR People [Pay] Committee shall ensure that:
  - A copy of the agenda for every meeting of the Committee;
  - The draft minutes of every such meeting [if they have been approved by the chair of that meeting];
  - The signed minutes of every such meeting;
  - Any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the PA to the CEO.

8. Conflict of interests
- The income and property of the GLC must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the directors and governors with regard to having a Personal Financial Interest shall also apply to the governors;
- Any director or governor who has any duty or personal interest [including but not limited to any Personal Financial Interest] which conflicts or may conflict with his/her duties as a director or governor shall disclose that fact to the Committee as soon as he/she becomes aware of it. A director or governor must absent him/herself from any discussions of the Committee in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the GLC and any duty or personal interest [including but not limited to any Personal Financial Interest].

Appendix 8: Discipline Committee

Membership
Any members of the Board of Directors or any GLC governors, excluding staff governors [working in the GLC Academy that the pupil attends] and a parent director or governor with a child in the same year group as the pupil concerned.

N.B. Any director or governor previously involved in the case being considered must not take part in the meeting.

Quorum
The quorum shall be three directors or governors.

Frequency of Meetings
The Committee will meet as required.

Clerking Arrangements
Clerk to the governors.

Functions
To consider any decision of the Head of School to permanently exclude a pupil from the Academy. It also considers the temporary exclusion of a pupil after a prescribed number of days [either consecutive or cumulative] in any one term, and any representations made by the parent of a pupil excluded temporarily.

Terms of Reference and Delegated Powers
1. To act in accordance with the School Government Regulations, the Terms of Reference Regulations and other legislation affecting the conduct and responsibilities of the Quality of Education Board ;
2. To appoint a chair at the start of the meeting;
3. To consider the exclusion, by the Head of School, of a pupil from the Academy;
4. To advise the governors of decisions taken by providing minutes of each committee meeting.

Appendix 9: GLC Pay Committee

Schedule 1
CEO's Pay Committee

Membership
The CEO's Pay Committee shall consist of at least three directors, none of whom shall be employees at the GLC or Associate Members. The committee may wish to engage a suitably qualified external advisor to support the process.

Quorum
A quorum shall be three members.

Frequency of Meetings
The Committee will meet three times per year after the Board of Directors' meeting.

Clerking
The meeting of the CEO's Pay Committee will be clerked by the HR lead, and should not be clerked by a director of the GLC, an Associate Member or a member of the Committee.

Terms of Reference and Delegated Powers
- To undertake the appraisal process in respect of the CEO, informed by The Education [School Teacher Appraisal] [England] Regulations, including the agreement, monitoring and review of performance management objectives;
- To agree performance objectives for pay purposes with the CEO [and in default of agreement to set such objectives] informed by the current School Teachers' Pay and Conditions Document. It is recognised that these objectives should be the same as the performance management objectives referred to above;
- To determine the salary of the CEO;
- To advise the Board of Directors of the CEO's objectives.

The CEO and/or his/her representative are able to make representations in writing or in person to the CEO's Pay Committee if they wish to do so.

The Board of Directors will receive the report of the CEO's Pay Committee in the confidential section of the agenda.

Schedule 2
Head of School's Pay Committee

Membership
The Head of School's Pay Committee shall consist of at least 3 directors or governors, none of whom shall be employees at the GLC or Associate Members. In addition, the CEO will support the Committee in an advisory capacity.

Quorum
The quorum shall be three members.

Frequency of Meetings
The Committee will meet to consider the Head of School's performance and pay annually.

Clerking
The meeting of the Head of School's Pay Committee will be clerked by the CEO's PA.

Terms of Reference and Delegated Powers
- To undertake the appraisal process in respect of the Head of School, informed by The Education [School Teacher Appraisal] [England] Regulations, including the agreement, monitoring and review of performance management objectives;
- To agree performance objectives for pay purposes with the Head of School [and in default of agreement to set such objectives] informed by the current School Teachers' Pay and Conditions Document. It is recognised that these objectives should be the same as the performance management objectives referred to above;
- To agree the appropriate Individual School Range within which the Head of School's salary should fall;
- To determine the salary of the Head of School.

Schedule 3
Staff Pay Appeals Committee

Membership
Any member of the Board of Directors or governors, excluding staff members. Not to include any members of the CEO's Pay Committee [in the case of a dispute with the CEO] or other director or governor having any previous involvement.

The CEO, or Head of School may attend all proceedings of the Pay Committee for the purposes of providing information.

Quorum
The quorum shall be three members.

Frequency of Meetings
The Committee will meet as and when required.

Terms of Reference and Delegated Powers
- To determine formal appeals against pay determinations in accordance with the Appeals Procedure set out in the Academy Trust's Pay Policy.

Schedule 4
Staff Dismissal Committee

Membership
Any member of the Board of Directors or governors, excluding staff members.

N.B. Any director or governor previously involved in the case being considered must not take part in the meeting.

Quorum
The quorum shall be three members.

Frequency of Meetings
The Committee will meet as required.

Clerking Arrangements
Clerk to the Directors.

Functions
Considers any recommendation for the termination of employment of any member of staff of the Academy.

Terms of Reference and Delegated Powers
1. To act in accordance with the School Government Regulations, the Terms of Reference Regulations and other legislation affecting the conduct and responsibilities of School Governing Bodies;
2. To appoint a chair at the first meeting in each academic year;
3. To consider the termination of employment of any member of staff of the Academy;

N.B. Where a meeting of this Committee is convened an HR adviser will be on hand before and at the meeting to advise and assist the panel.

Schedule 5
Staff Dismissal Appeals Committee

Membership
Any member of the Board of Directors or governors excluding staff members. No fewer than the first Staff Dismissal Committee. Not to include any directors or governors involved in the first Committee.

Quorum
The quorum shall be three members.

Frequency of Meetings
The Committee will meet as and when required.

Clerking Arrangements
Clerk to the Directors.

Functions
Consider any appeals against decisions by the Staff Dismissal Committee.

Terms of Reference and Delegated Powers

1. To act in accordance with the School Government Regulations, the Terms of Reference Regulations and other legislation affecting the conduct and responsibilities of Academy Governing Bodies;
2. To appoint a chair at the start of the meeting;
3. To consider appeals against decisions of the Staff Dismissals Committee;

N.B. Where a meeting of this Committee is convened a HR adviser will be on hand before and at the meeting to advise and assist the panel.

Schedule 6: The Election of Parent and Staff Governors to the GLC Quality of Education Boards

'The appropriate authority'
For Academies and Free Schools, the Quality of Education Board is the appropriate authority for organising and determining all matters relating to the election of parent and staff governors in accordance with the procedure set out below.

Election of parent governors
Who is eligible to stand as a parent governor and vote in the elections?
All 'parents', as defined in the School Governance [Constitution] [England] Regulations 2007, who make themselves known to the Academy, may stand as parent governors, providing they are not disqualified from holding office as a governor under Schedule 6 of the School Governance [Constitution] [England] Regulations 2003 as amended.

Parents include:
- The parents [natural or adoptive];
- Any individual who has or has had 'parental responsibility for, or cares or has cared for, a child or young person under the age of 18';
- A person who the child lives with and who looks after the child, irrespective of what their relationship is with the child - e.g. step-father, grandparents, other relatives, cohabitees and foster parents. **NB This must be someone involved in the full-time care of the child on a settled basis.**

Under the Constitution Regulations, no parent [or carer] engaged in paid employment at the Academy for more than 500 hours in any consecutive 12 month period [at the time of election or appointment] can stand for election/appointment as a parent governor of the same Academy. **NB If a serving parent governor subsequently starts to work at the Academy for more than 500 hours in a consecutive 12 month period, they would serve out their term of office.**

Election procedures
(i) When there is a vacancy or prospective vacancy for a parent governor, every eligible parent [or carer] who has made him/herself known to the Academy must be given the opportunity to participate in the elections, but there is no obligation on the Academy to track down such persons;
(ii) The first step is for the CEO to write to all parents to invite nominations, enclosing a sheet setting out the qualifications and disqualifications to serve as a governor and a nomination form. The letter should indicate the closing date for receipt of nominations, which must be not less than 14 days. Letters and enclosures may be sent either via the pupils or by post. The nomination form must make it clear that the successful candidate will be required to be cleared as suitable to have access to children and young people;
(iii) Candidates for election must at the time of election be involved in the full-time care of a child on the register of the Academy, on a settled basis. Self-nomination is acceptable provided that the Head of School is satisfied that the nominee is not disqualified under the regulations to be a governor;
(iv) The nomination form invites candidates to submit a short personal statement for circulation to parents with the ballot papers; the CEO may set a reasonable limit on the number of words allowed – 50 to 60 words is suggested as a reasonable maximum;
(v) Where the number of candidates nominated is the same as, or fewer than, the number of vacancies then all those nominated will be elected unopposed. If there are more candidates than vacancies it will be necessary to arrange a ballot. [Note that if not enough parents stand for election to fill all the vacancies, then governors are required to appoint parent governors to the vacancy or vacancies in accordance with the Academy Governance Constitution Regulations. Any such parent governor appointed in this way will still be required to proceed through the disclosure system as at (ii) above.];
(vi) Ballots, when required, must be secret. To ensure confidentiality a 'double envelope system' is used. Each parent should be sent two envelopes with a ballot paper – one blank and one printed envelope, the latter being for the parent to complete to allow the CEO to check eligibility to vote. The parent is asked

first to seal the completed ballot paper in the unmarked envelope and then to seal that envelope in the printed envelope, which the voter should then complete and sign. Parents will also be given the opportunity to vote electronically by Google Form, votes will be checked to ensure they are eligible to vote and then anonymised so that your vote remains confidential;

(vii) It is quite acceptable for the pupils to be asked to deliver and return the ballot papers. However the law requires that parents must be given the opportunity to vote by post if they so wish. Ballot papers will need to be posted, or otherwise delivered, to any parents whose child is absent from Academy when the ballot papers are issued;

(viii) A single ballot paper [irrespective of the number of children the parent has in attendance at the Academy] must be sent to each known parent. The letter which must accompany the ballot paper explains the voting procedure and should also give the date by which the ballot papers must be returned - at least 14 days must be allowed;

(ix) Parents are allowed one vote per vacancy – the ballot paper therefore must indicate the maximum number of candidates for whom a parent may vote. If a ballot paper is inadvertently spoilt, or lost by a pupil, a duplicate may be issued;

(x) No arrangements may be made for proxy voting;

(xi) A two-stage system of opening ballot papers and recording votes cast must be used. As and when the envelopes are returned, the CEO should, in the presence of at least one witness, check the name on each outer envelope for entitlement to vote and make a record of the return of the ballot paper. The inner envelope containing the ballot paper should be removed from the outer envelope and placed in the ballot box for counting at the appointed time. [If a voter chooses not to maintain confidentiality in this way, the ballot paper is to be counted as valid so long as it is clear from the ballot paper or the single envelope that the person is entitled to vote.];

(xii) When the ballot has closed, the CEO should open the ballot box and count the ballot papers in the presence of at least two witnesses. [The candidates should be invited to the count but their presence is not essential.] The CEO is responsible for determining whether a 'spoiled' ballot paper should be counted.

(xiii) The outcome of the ballot is determined by the simple majority vote system;

(xiv) In the event of an equal number of votes being cast there should be a recount. If this does not produce a clear result the CEO should, in the presence of the witnesses [and any candidates who attended the count], draw lots;

(xv) Once the necessary checks have been made, the CEO must write to all parents to let them know the outcome, giving details of the number of votes cast for each candidate;

(xvi) Where a substantial number of parents have a language other than English as their main language, all documents relating to the election should be translated into other language/languages;

(xvii) The ballot papers should be retained securely for six months in case the election result is challenged. The number of ballot papers issued and returned at each election should be recorded;

(xviii) The clerk to the governors should send a letter of appointment to the successful candidate(s) confirming the period of appointment;

(xix) Academies must make every reasonable effort to fill parent governor vacancies through elections. If insufficient parents stand for election then governors body can appoint:

(a) A parent of a registered pupil at the Academy; or if that is not possible;
(b) A parent of a former registered pupil at the Academy; or if that is not possible;
(c) A parent of a child of or under compulsory Academy age.

Election of staff governors

All Quality of Education Boards are now constituted under the School Governance [Constitution] [England] Regulations 2007 to have staff governors. This group includes the Head of School and both teaching and support staff paid to work at the Academy.

The constitution of every Quality of Education Board must include a representative of teachers under the staff category. All those employed to work at the Academy as teachers [whether under a contract of employment or a contract for services] are eligible to stand as candidates for election as teacher [staff] governor, providing they

are not disqualified from holding office as a governor under the School Governance Constitution Regulations. Supply teachers employed on a daily basis are not eligible to stand as candidates for staff governor or vote in any election for such a position.

For Academies where the constitution provides for only two staff governors one will be the Head of School and the other will be a teacher. Where the constitution provides for three staff governors one will be the Head of School, one will be a teacher and one a member of the support staff.

If no teacher is put forward for a teacher governor the position can be filled by a member of the support staff and if no member of the support staff is nominated for any position allocated for support staff the position can be filled by a teacher.

Support staff are those paid to work at the Academy in any capacity other than as a teacher. Eligible support staff can include anyone employed directly by the Academy under a contract of employment or anyone employed under a contract of services, eg Academy caterer even if employed by a contractor.

The election of staff governors involves all staff in the voting process. All staff will be invited to vote in the election of teacher and support staff governor elections.

The period of office of staff governors [except the Head of School] will be determined by the Quality of Education Board [up to a maximum of four years and stated in the Instrument of Government.

Election procedures

(i) When there is a vacancy or prospective vacancy for a teacher governor or support staff governor, every teacher or support staff member employed to work at the Academy must be given the opportunity of participating in the appropriate elections;

(ii) The first step is for the Head of School to write to all relevant staff to invite nominations, enclosing a sheet setting out the qualifications to serve as a governor and a nomination form. The letter should indicate the closing date for receipt of nominations, which must be not less than 14 days. All relevant staff must be advised that the successful candidate will be subject to a check that they are suitable to have access to children and young people which may be made through the Criminal Records Bureau before taking up the governorship. This check will be made regardless of any DBS clearance the candidate may have in respect of their employment in the Academy;

(iii) Staff who are nominated for election must be employed to work at the Academy either as teachers or support staff on the closing date for nominations;

(iv) The nomination form invites candidates to give brief biographical details to go out with the ballot forms; the Head of School may set a reasonable limit on the number of words allowed;

(v) Where the number of nominations received is the same as or less than the number of vacancies, candidates will be elected unopposed. If there are more nominations than vacancies, it will be necessary to arrange a ballot. [Note that the legislation does not provide, as it does where not enough parents stand for election, for the governing body to appoint a staff governor]. In the event that no member of the teaching staff is willing to stand the position can be filled by a support staff member. Similarly, where no member of the support staff stands as a candidate for a support staff governor, a teacher can be elected to the vacancy. Where the Head of School chooses not to be a governor, the position is left vacant and cannot be filled by anyone else. Where a Head of School is absent from Academy for a prolonged period and an acting Head of School is appointed, the acting Head of School will be one of the staff governors and can vote;

(vi) The ballot will be secret and the Head of School should ensure that each ballot paper is stamped with a distinguishing mark and that a record is kept of the number of ballot papers issued;

(vii) A ballot paper which must make it clear that all staff may vote for the number of candidates for which there are vacancies, must be sent to all members of the staff – teaching and non-teaching – who are eligible to vote;

(viii) Staff should vote in person wherever possible. However, the facility for postal voting should be made available to any eligible member of staff who finds this more convenient or is temporarily absent from the Academy;

(ix) No arrangements may be made for proxy voting;

(x) The Head of School should open and count the ballot papers in the presence of the candidates or their nominated representatives and will be responsible for determining whether a 'spoiled' ballot paper should be counted;

(xi) The outcome of the ballot is determined by the simple majority vote system;

(xii) In the event of an equal number of votes being cast there should be a recount and if this does not produce a clear result the Head of School should draw lots in the presence of the candidates or their representatives;

(xiii) The Head of School must ensure that the staff are notified of the outcome and the number of votes cast for each candidate after the necessary checks have been made;

(xiv) The ballot papers should be retained securely for six months in case the election result is challenged. The number of ballot papers issued and returned at each election should be recorded;

(xv) The clerk to the governors should confirm the appointment with the successful candidate stating the period of appointment for the category of governor determined by the Quality of Education Board and set out in the Instrument of Government;

(xvi) Should the staff governor cease to be employed at the Academy the appointment ends immediately.

Appendix 10: GLC Scrutiny Committee

Membership
The Scrutiny Committee shall consist of at least two directors, the Academy Quality of Education Board chair and Head of School/Head of School.

Quorum
The quorum shall be three members.

Frequency of Meetings
The Committee will meet when required.

Clerking Arrangements
Clerk to the Directors.

The Committee's purpose is to undertake searches for new members at the request of the GLC Board of Directors and governors, to advise the GLC Board of Directors and governors on the re-appointment of existing members and to undertake periodic reviews of the skills and balance of representation of the membership. The Committee may invite other persons to attend meetings in order to provide advice and evidence to assist the search process and to verify that the selection process is independent and free from any form of patronage.

Terms of Reference

The Committee's responsibilities are:
1. To seek applications through all appropriate channels, including advertising, and to shortlist and select candidates for vacancies on the GLC Board of Directors and governors, other than those for parents and staff which will be by election;
2. In respect of existing members being considered for re-appointment following more than two periods in office, the Committee will scrutinise their previous performance by reference to attendance at meetings, commitment to the GLC and GLC Academies at other informal events, quality of contribution to discussions, expertise and interests to the work of the GLC and their governors as applicable;
3. To undertake a periodic review of skills and balance of representation of the membership;
4. To undertake a two yearly cycle of monitoring and evaluation of impact of all GLC directors and governors.

The Board of Directors and the Quality of Education Boards shall not make any appointment to their memberships, other than that of the CEO, Head of Schools, the parents and staff members, without having considered the advice of the Committee. All appointments shall be made in accordance with the Instruments and Articles of Government.

Appendix 11: GLC Scheme of Delegation

Introduction

This Scheme identifies the key decisions that are required in connection with the overall governance and management of the GLC and the individual academies within it, and should be read in conjunction with the Terms of Reference for the committees and the Articles of Association of the GLC. The Scheme is reviewed by the Trustees at the start of each academic year and is subject to modifications made by the Trustees from time to time.

The bodies identified in the Scheme are as follows:

- **Members** of the GLC Trust;
- **GLC Board of Directors** [which may separately delegate any powers reserved to it to specific committees of the Trust Board];
- GLC Finance & Risk Committee a committee of the Trust Board, which operates subject to Terms of Reference set by the Trust Board];
- **Quality of Education Board** of the Academy [a committee of the Trust Board, which operates subject to Terms of Reference set by the Trust Board];
- **Head of School** of the Academy;
- **Accounting Officer / CEO;**

The different levels of delegated power are described as follows:

- Approve [A];
- Propose [P];
- Be consulted [C];
- Implement [I].

	TASK Approve/Implement (A) Be Consulted (C) Propose (P) Implement (I)	**Members**	**GLC Trust Board**	**GLC Finance Committee**	**GLC Quality of Ed Board**	**Head of School**	**CEO/ Accounting Officer**
1.	**Governance**						
1.1	Approve Trust Articles of Association	A	P				
1.2	Approve Trust Scheme of Delegation		A				P
1.3	Approve new academies joining the Trust		A				P
1.4	Establish Trust Committees		A/I				P
1.5	Approve Trust Committee Terms of Reference		A				P
1.6	Appoint chair of Trust Board		I				
1.7	Appoint chair of Quality of Education Board		I		P		
1.8	Remove the chair of Quality of Education Board		I				
1.9	Appoint [and remove] clerk to the Quality of Education Board		I		P		
1.10	Organise calendar of Quality of Education Board meetings				C		I
2.	**GLC Performance, Curriculum and Teaching**						
2.1	GLC annual development plan	C	A	C	C	C	P/I
2.2	GLC Academy 1 Year development plan		A		C	P/I	C
2.3	GLC & Academy Key Performance Indicators		A	C	C	C	P
2.4	Academy Performance Management Policy		A			C /I	P/I
2.5	All policies relating to curriculum, teaching, learning, assessment and pupils' wellbeing etc		A		C	C / I	P
3.	**Staff Policies and Pay**						
3.1	Pay & Remuneration Policy		A	P			
3.2	Changes to Employee Terms & Conditions or Collective Agreements		A	P			
3.3	Adoption of Transferring Policies and Collective Agreements		A	P			

	TASK Approve/Implement (A) Be Consulted (C) Propose (P) Implement (I)	Members	GLC Trust Board	GLC Finance Committee	GLC Quality of Ed Board	Head of School	CEO/ Accounting Officer
3.4	Teachers Annual Pay Award		A	P			
3.5	Support Staff Annual Pay Award		A	P			
3.6	CEO Performance Review		A	P			
3.7	Heads of School Performance Review		A	P			C
3.8	Disciplinary Policy		A			C/I	P/I
3.9	Grievance Policy		A			C/I	P/I
3.10	Capability Policy		A			C/I	P/I
3.11	Whistleblowing Policy		A			C/I	P/I
3.12	Re-structuring & Redundancy Policy		A				P/I
3.13	Employee Health & Safety Policy		A			I	P/I
4.	**Staff Management***						
4.1	Staff complement, structure and grades		A			P	A
4.2	Head of School appointment		A		P		C
4.3	Deputy Head of School appointment				A	P	C
4.4	Senior leadership appointments				C	A	
4.5.	Teaching and support staff appointments					A	
4.6.	Suspension of CEO or HoS		I				
4.7.	Return of CEO or Head of School after suspension		I				
4.8.	Dismissal of CEO or HoS		I				
4.9.	Appeal of CEO or HoS against dismissal		I				
4.10.	Suspension of leadership, other staff						I
4.11.	Return of leadership, and staff after suspension						I
4.12.	Dismissal of leadership, teaching and support staff						I
4.14.	Appeal of leadership, teaching and support staff against dismissal		I				
5	**Financial Governance & Management**						
5.1	Trust & Academy Financial Regulations		A	P			I
5.2.	Trust & Academy Financial Procedures		A	P			I
5.3.	Trust Procurement Policy		A	P			I
5.4.	Trust 3 year Budget Plan		A	P			I
5.5.	Trust 1 year Budget		A	P			I
5.6.	Trust Consolidated Budget Updates			A			P
5.7.	Trust Consolidated Financial Statements			A			P
5.8.	Trustees' Report		A				P
5.9.	Trust Academies Accounts Return to EFA	A	A	A			P
5.12.	Academy Budget Updates			A			P
6	**Financial Authorisation**						
6.1.	Expenditure or award of contracts up to HoS limit					A	
6.2.	Expenditure or award of contracts from HoS limit to Accounting Officer limit (c.f. Finance Regulations)					P	A
6.3.	Expenditure or contracts from AO limit to OJEU[1] limit		A				P
6.4.	Expenditure over OJEU limit		A				P
6.5.	Disposals or write off of stock, assets or debts up to HoS Limit					A	

[1] See http://www.ojeu.eu/threshholds.aspx for current limits.

	TASK Approve/Implement (A) Be Consulted (C) Propose (P) Implement (I)	**Members**	**GLC Trust Board**	**GLC Finance Committee**	**GLC Quality of Ed Board**	**Head of School**	**CEO/ Accounting Officer**
6.6.	Disposals or write off of stock, assets or debts from HT Limit to AO Limit						A
6.7.	Disposals or write off of stock, assets or debts from AO Limit up to AFH limit		A				P
6.8.	Compensation payments up to £10,000						A
6.9.	Compensation payments from £10,001 to £49,999 [AFH Limit]		A		P	P	P
6.10.	Compensation payments of £50,000 and over		EFA consent required – see 3.7.6 of AFH		P	P	P
7	**Academy Policies & Procedures**						
7.1.	Academy times, terms and holidays		A			C	P
7.2.	Child Welfare & Safeguarding Policy		A		C	C/I	P
7.3.	Attendance Policy		A		C	C/I	P
7.4.	Pupil Behaviour & Exclusions Policy		A		C	C/I	P
7.5.	Fixed term Exclusion					A	
7.6.	Permanent Exclusions					A	
7.7.	Appeals against Permanent Exclusion						
7.8.	Complaints Policy		A		C	C/I	P
7.9.	Admissions Policy		A		C	C/I	P
7.10.	Admissions Appeals		Panel				
7.11.	GLC website					C	A
7.12.	Academy logo & branding					C	A
7.13.	Academy uniform		A			P	C
7.14.	Education Visits Policy		A		C	C/I	P
7.15.	Extended services on-site		A		A	P	C
7.16.	Pupil Expenditure Policy		A		A	P	C
7.17	GDPR serious breaches		C				
8	**Premises & Assets**						
8.1.	Asset Management Policy		A	C			P / I
8.2.	Health & Safety Policy		A	C			P / I
9	**Significant Changes to an Academy**						
9.1.	Expansion of Academy (physical expansion rather than PAN)	EFA approval required	A			C	P
9.2.	Extension of age range	EFA approval required	A			C	P
9.3.	Extension of Academy provision [Nursery]	EFA approval required	A			C	P