



CEO: Dr Roger Harris

Trust Terms of Reference 2026-2027

1. Board of Trustees

1.1 Purpose

The Board of Trustees is responsible for the strategic leadership, accountability and governance of the Trust. Trustees act collectively to ensure that the Trust delivers high-quality education, remains financially sustainable and fulfils its charitable objectives.

1.2 Responsibilities

1.2.1 Strategy

- Determine the Trust's vision, values and strategic direction.
- Approve the Strategic Framework and Trust Improvement Plan.
- Monitor progress against strategic priorities.
- Approve major strategic decisions affecting the Trust.

1.2.2 Accountability

- Hold the CEO to account for the performance of the Trust.
- Receive assurance from committees regarding educational performance, people, resources, risk and compliance.
- Ensure effective governance across the Trust.

1.2.3 Finance and Risk

- Approve the annual budget and financial plans.
- Approve the annual accounts.
- Monitor financial sustainability.
- Maintain oversight of risk management and regulatory compliance.

1.2.4 People

- Appoint and performance manage the CEO.
- Monitor workforce strategy and organisational development.
- Promote the Trust's values and culture.

1.2.5 Growth and Development

- Consider opportunities for Trust growth.
- Approve decisions relating to academy transfers and expansion.
- Ensure sufficient capacity exists to support growth.

1.3 Delegation

The Board delegates detailed scrutiny and assurance activities to the following committees:

- Resources Committee



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College Road, Cheshunt,
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Goffs Academy
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Oakview Primary School
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- People Committee
- School Improvement Committee
- Local Advisory Board (otherwise known as Local Governing Board)

The Board retains overall accountability for all decisions delegated to committees.

1.4 Membership

The Board shall comprise Trustees appointed in accordance with the Trust's Articles of Association.

1.5 Meetings

- The Board will meet at least six times each academic year.
- Additional meetings may be convened where necessary.
- A quorum shall be as defined within the Articles of Association.

1.6 Quorum

The quorum for meetings of the Trust Board will be three Trustees (this does not include the Chief Executive Officer).

1.7 Reporting

The Board will receive regular reports from the CEO, CFOO and Committee Chairs.

1.8 Review

These Terms of Reference will be reviewed annually by the Board of Trustees.



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2. Resources Committee

2.1 Purpose

To provide assurance to the Board regarding finance, audit, risk, estates, health and safety, compliance and the effective use of resources across the Trust.

2.2 Responsibilities

2.2.1 Finance

- Scrutinise budget proposals and financial forecasts.
- Monitor financial performance throughout the year.
- Review reserves, cashflow and financial sustainability.
- Monitor value for money.
- Oversee the Trusts income generation activities.

2.2.2 Audit and Risk

- Maintain oversight of the Trust Risk Register.
- Review internal scrutiny reports and external audit findings.
- Monitor the effectiveness of internal controls.
- Oversee fraud prevention and risk management arrangements.

2.2.3 Estates, ICT and Operations

- Monitor estates strategy and capital projects.
- Monitor ICT strategy and investments.
- Review health and safety compliance.
- Monitor business continuity arrangements.

2.2.4 Compliance

- Monitor compliance with statutory and regulatory requirements.
- Review data protection and cyber security arrangements.

2.3 Quorum

The quorum for meetings of the Committee will be two members of the Committee who are also Board members.

2.4 Reporting

The Committee will provide assurance reports and recommendations to the Board following each meeting.



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3. People Committee

3.1 Purpose

To provide assurance to the Board regarding workforce strategy, professional development, leadership development, recruitment, retention and organisational culture.

3.2 Responsibilities

3.2.1 Workforce Strategy

- Monitor workforce planning and staffing structures.
- Review recruitment and retention trends.
- Monitor staff wellbeing.

3.2.2 Professional Development

- Monitor delivery of Trust-wide professional development.
- Review leadership development and succession planning.
- Oversee development of the Trust Leadership Academy and talent pathways.

3.2.3 Pay and Performance

- Review pay policies and workforce-related policies.
- Monitor performance management arrangements.
- Consider recommendations relating to all staff & executive pay where appropriate.

3.2.4 Culture

- Monitor staff engagement and organisational culture.
- Ensure the Trust's values are reflected in its people strategy.

3.3 Quorum

The quorum for meetings of the Committee will be two members of the Committee who are also Board members (this may include the Chief Executive Officer).

3.4 Reporting

The Committee will provide assurance reports and recommendations to the Board following each meeting.



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4. School Improvement Committee

4.1 Purpose

To provide assurance to the Board regarding educational performance, safeguarding, inclusion and the effectiveness of school improvement across the Trust.

4.2 Responsibilities

4.2.1 Educational Standards

- Monitor attainment, progress and curriculum quality.
- Review outcomes for disadvantaged and vulnerable pupils.
- Monitor attendance and behaviour.

4.2.2 Inclusion and Safeguarding

- Monitor safeguarding arrangements across the Trust.
- Review SEND and inclusion provision.
- Monitor pupil wellbeing and personal development.

4.2.3 School Improvement

- Scrutinise implementation of the Trust Improvement Plan.
- Monitor the impact of school improvement activity.
- Review school performance and capacity.

4.2.4 Quality Assurance

- Receive reports from reviews, audits and external evaluations.
- Monitor actions arising from inspections and reviews.

4.3 Quorum

The quorum for meetings of the Committee will be two members of the Committee who are also Board members (this may include the Chief Executive Officer).

4.4 Reporting

The Committee will provide assurance reports and recommendations to the Board following each meeting.



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5. Search Committee

5.1 Purpose

The Search and Governance Committee supports the Board of Trustees in maintaining an effective governance structure through succession planning, recruitment, skills analysis and governance development. The Committee acts in an advisory capacity, making recommendations to the Board on matters relating to governance membership, effectiveness and future capacity.

5.2 Responsibilities

5.2.1 Governance

- Review the composition, effectiveness and diversity of the Board of Trustees, its committees and Local Area Boards.
- Oversee governance succession planning across the Trust.
- Monitor Trustee and Local Area Board membership, vacancies and terms of office.
- Review governance skills audits and identify areas where additional expertise is required.
- Promote effective governance development, induction and training.

5.2.2 Recruitment and Appointments

- Lead the recruitment process for new Trustees when vacancies arise.
- Support the recruitment of Local Area Board members where required.
- Develop and maintain appropriate recruitment and selection processes.
- Shortlist and interview candidates and make recommendations to the Board regarding appointments.
- Advise the Board on the reappointment of existing Trustees.

5.2.3 Strategic Capacity

- Consider the future governance needs of the Trust, particularly in relation to growth and development.
- Ensure governance structures remain fit for purpose and aligned to the Trust's strategic priorities.
- Identify opportunities to strengthen governance capacity, expertise and representation.

5.3 Quorum

The quorum for meetings of the Committee will be two members of the Committee who are also Board members (this may include the Chief Executive Officer).

5.4 Reporting

The Committee will provide assurance reports and recommendations to the Board following each meeting.



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6. Local Advisory Boards

6.1 Purpose

Local Advisory Boards (LABs) provide local governance, support and challenge for individual schools within the Trust. They act as a vital link between the Trust, the school and its community, helping to ensure that the school's performance, culture and stakeholder engagement remain strong.

LABs operate within the Trust's Scheme of Delegation and provide assurance to the Board of Trustees regarding the effectiveness of individual schools.

6.2 Responsibilities

6.2.1 School Performance

- Monitor educational performance within the school
- Review attendance, behaviour and safeguarding information
- Understand the strengths and areas for development of the school
- Monitor progress against the School Development Plan

6.2.2 Stakeholder Engagement

- Act as ambassadors for the school and Trust
- Strengthen relationships with parents, carers and the wider community
- Promote understanding of the Trust's vision and values
- Gather stakeholder views and provide feedback to school and Trust leaders

6.2.3 Safeguarding and Inclusion

- Monitor safeguarding arrangements within the school
- Review attendance, inclusion and pupil welfare information
- Provide assurance that statutory responsibilities are being met

6.2.4 Support and Challenge

- Provide constructive support and challenge to school leaders
- Receive reports from the Principal and senior leaders
- Celebrate success and monitor areas requiring improvement
- Ensure that all statutory and non-statutory policies linked to their delegated authority are monitored and reviewed in line with review dates
- Hear and review permanent exclusion cases, parental complaints at relevant stages, student disciplinary cases and behaviour panels as needed

6.3 Delegated Authority

Generations Multi Academy Trust have agreed that the majority of their day-to-day responsibilities for each of its schools should be managed through Local Advisory Boards. Local Advisory Boards are, in effect, sub committees of the Board of Trustees. Governors play a key role within their school. The Local Advisory Board has been granted full delegated authority for the running of their school, although has no legal governance responsibility separate from the Trust Board.



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6.4 Membership

- The Local Advisory Board (LAB) shall have at least five members (known as Governors) and not more than 11. Details of membership can be found in the Trust's Scheme of Delegation
- The term of service is four years. Each year the Trust Board reviews who is undertaking which roles within the Trust, and this may on occasion involve moving people between posts. However, the Board would not normally move a LAB Chair during their 3-year tenure
- Elections should take place every 3 years for the role of Chair and Vice Chair, and at the end of the 4-year term of office for parent and staff governors
- No meetings will be held with any member of school staff without the direct prior involvement of the Principal. If a concern is such that it is not felt appropriate to involve the Principal, this concern must immediately be taken to the CEO
- Members of the LAB may be removed by the Board of Trustees where, in the opinion of the Board, (1) they have failed to maintain their strategic role, distinct from that of a parent, (2) they have failed to attend three consecutive meetings of the Local Advisory Board, (3) they have engaged in conduct tending to bring the school or Trust into disrepute, (4) they have engaged, or are engaging in, conduct which prevents the Local Advisory Board from functioning or is disruptive to the school, (5) they have failed to undertake the annual required training required for a LAB member or (6) they have been disqualified from acting as a Company Director or Charity Trustee

6.5 Meetings

- The Principal and/or other designated senior members of staff shall attend each meeting of the Local Advisory Board
- In the absence of the Chair, a meeting will be Chaired by the Vice Chair, or the Principal can represent the Chair. If neither can attend, the meeting will be postponed/cancelled
- The CEO may attend periodically, but can also be invited to attend
- Other Members or Trustees are welcome to attend the Local Advisory Board meetings as long as notice is given to the Chair

6.6 Quorum

The quorum for meetings of the Committee will be three members of the LAB (this may include the Principal).

6.7 Expectations

- LAB members will attend all meetings, emergencies aside, and ensure full and active participation in the work of the LAB
- LAB members are expected to check their Generations email account regularly
- LAB members are expected to link with subject leads/leads for priority areas within their school; the LAB Chair will be able to guide or mentor on best practice
- All LAB members are expected to complete and return standard MAT visit proformas and return them to the Principal within 5 working days of each visit
- LAB members need to complete mandatory training annually or as required



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- LAB members are expected to undertake and record termly/annual in-house training as requested by the Trust

6.8 Reporting

Local Advisory Boards will provide regular reports to the Board of Trustees through the Full Trust Board.

6.9 Review

These Terms of Reference will be reviewed annually by the Board of Trustees.



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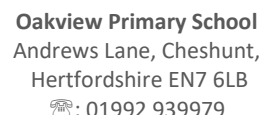


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TRUSTEE/LAB MEMBER SCHOOL VISIT RECORD FORM

Date of Visit:	
Purpose of Visit:	
Time of Arrival:	
Time of Departure:	
Name of LAB/Trustee Member:	
Purpose of the visit <i>As agreed by the Board/LAB/Principal</i>	
Links with the School Improvement Plan <i>How does the visit relate to the SI? Alternatively, if not SIP related, what purpose does the visit serve?</i>	
Observations & comments by Trustee/LAB Member <i>What you observed, learned, what value you created for the school/Board/LAB</i>	
WWW:	
EBI:	
Were there any key issues arising for the school/Board/LAB to address?	On committee agenda for date





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Actions to be taken and by when	By whom	Date Completed

This completed form must be handed or emailed to the Principal's PA/Office Manager within 5 days of the visit:

Flamstead End - Sue Spicer - sue.spicer@flamsteadend.herts.sch.uk

Goffs-Churchgate - Jane Andrews - j.andrews@goffschurchgate.herts.sch.uk

Goffs - Nina Ward - nwr@goffs.herts.sch.uk

Oakview - Sue Spicer - sue.spicer@flamsteadend.herts.sch.uk



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