



Member/Trustee Recruitment Policy

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1 – Scope

- 1.1 This policy applies to all Member and Trustees of the Transforming Lives Educational Trust (TLET). This procedure aims to set out the parameters and processes in which new Members and/or Trustees are recruited and appointed within the Trust’s system of governance.

2 – Policy Statement

- 2.1 TLET MAT recognises that effective Members and an effective Board of Trustees are essential if the Trust is to achieve its objectives. Appendix 1 details TLET’s Business Code of Conduct, which outlines the basis for effective Members and Trustees.
- 2.2 This policy sets out how TLET MAT intends to recruit a robust and effective Board of Trustees.

3 – Principles

- 3.1 The procedures have been established against the following principles:
- 3.2 The Members and Board must seek to be representative of the people with whom the Trust works and must have available to them all of the knowledge and skills required to run the Trust.
- 3.3 Individual Members and trustees must have sufficient knowledge, both of their role, of trusteeship in general and of the Trust's activities, to enable them to carry out their role and to represent the Trust at meetings and other events.
- 3.4 The Members and Trustees must collectively demonstrate the required skill set and competencies to effectively lead and govern the work of the Trust. This is determined as part of an individual’s recruitment and appointment – See Section 5.

4 – Definition of Terms

- 4.1 Trust – Transforming Lives Educational Trust (TLET)

5 – Procedure

- 5.1 The recruitment of Members is set out in the Trust’s Articles of Association, which must be adhered to in this matter.
- 5.2 A prospective trustee must understand the legal responsibilities, which they will assume in becoming a trustee. Details of the responsibilities of trustees can be found in the guidance “The essential trustee: what you need to know” at <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>
- 5.3 Members can delegate recruitment to Trustees and Trustees can delegate some aspects of recruitment to individual Academy leaders (such as the Principal or other members of the Academy’s Senior Leadership Team), but they must ensure they retain overall responsibility and control of the recruitment, selection and induction processes. TLET MAT expects Trustees to carry out the actions required to recruit new Trustees and to provide a formal recommendation to the members for a final ratification.
- 5.4 In recruiting new trustees, the existing trustees must act in the best interests of the Trust. In order to ensure this is the case, and that they are in a position to explain to new trustees what is required of them, existing trustees need to be clear in their own minds about the purposes and aims of the Trust, as well as their broader duties and responsibilities as trustees.

5.5 See the TLET MAT Scheme of Delegation for specific details of terms of office etc.

Recruitment Process

- 5.6 The Trust Board will identify the need to recruit additional trustees on a needs basis, which will in part be informed by an annual review of the skills of the Trustees on the Board and associated Committees and also if a Trustee resigns, their term of office ends and they are not seeking re-election or their request for re-election is not successful. There may also be occasion when a Board seeks to appoint a co-opted Member/Trustee/Governor for a time-limited period. On these occasions the Scheme of Delegated Authority must be adhered to in following the appropriate process.
- 5.7 The trustees agree what skills, experience and knowledge are needed, and have regularly reviewed Terms of Reference, which reflect these. The Trust Board will agree the process for recruitment; taking care to comply with the requirements of the Trust's articles of association and scheme of delegation.
- 5.8 The Trust seeks to ensure diversity in its Board of Trustees and consideration will be given to ways in which groups that are under-represented on the Board might be reached and encouraged to apply. However, at the point of selection the Board will not discriminate unfairly on any protected characteristics.
- 5.9 **Shortlisting and Professional Discussion** will take place against agreed criteria, carried out by at least two trustees and each candidate is asked similar questions to ensure a fair and objective approach. Panels will include the Chair/Vice-Chair and at least one other trustee together with any other people deemed appropriate by the trustees. Responsibility for recruiting trustees will not be delegated to employees although employees may be given specific administrative tasks by the Board. Notes are kept of each interview. Preferred candidates are identified and invited to join the trustees, subject to references, formal vetting and approval and ratification by the Trust's Members. Unsuccessful candidates are notified and thanked for their interest. All appointments are made subject to the above checks and final ratification.
- 5.10 The trustees will check that the candidates have not been disqualified from acting as trustees and candidates are asked to confirm in writing that this is the case and are asked to consider and declare any existing or potential conflicts of interest. The trustees will then seek any appropriate checks from the Disclosure and Barring Service. Once satisfactory checks are received, final ratification of the appointment will take place.
- 5.11 The Chair of Trustees will then write to the prospective trustee, setting out their duties and the expectations of them and they are asked to sign and return a copy of the letter. An information pack about the Trust is sent to new trustees, and a full induction process is arranged. New trustees meet existing trustees and others involved with the Trust, such as members of local governing bodies and school staff. The new trustees attend their first board meeting and are duly welcomed. All relevant parties, such as Companies House, the Trust's solicitors and auditors, are notified of the new appointments.

Induction and Performance Management

- 5.12 A proper induction is vital as part of the process of ensuring that trustees become valuable and effective members of the board as quickly as possible. TLET MAT will ensure that all new trustees are provided with an approved induction programme that is suitable for the new trustee and their role and will equip them with the information they need.
- 5.13 New Trustees will be offered meetings with relevant Trust staff in order to gain a clear understanding of how the Trust operates. Induction might include:
- introductions to Trustees and senior management
 - visits to the Trust academies and Principals
 - completing a skills matrix
 - an assessment of any training required and details of how to access training
- 5.14 The performance of individuals on the Board will be monitored through an annual review system.

6 – Equality Statement

- 6.1 This policy has been equality impact assessed and we believe that it is in line with the Equality Act 2010 as it is fair, it does not prioritise or disadvantage any individual (with due regard to their protected characteristics), and it helps to promote equality across the Trust.

7 – Monitoring

- 7.1 It is the responsibility of the Board of Trustees, and those they delegate authority, to ensure that the principles and procedures of this policy are adhered to. The use of this policy will be subject to routine monitoring to ensure its fidelity in practice. The evidence gathered from monitoring at regular intervals shall inform any reviews and future revisions to the policy, and no later than that stated on Page 1 of this policy.

Appendix 1 – TLET Business Code of Conduct

Introduction

The expected behaviours pertinent to an effective and successful multi-academy trust are predicated on the understanding that a multi-academy is not simply a collection of individual schools grouped under an umbrella organisation but rather a collective working in accord for the betterment of the educational well-being of the totality of children and young people within the remit of the MAT and across a defined community.

7 Principles of Public Life

The expression of this [common] accord is in part governed by the Nolan Principles, in that *Members, Trustees and Governors* are to:

1. act solely in terms of the public interest
2. avoid being placed under obligation that inappropriately influences duties
3. take decisions impartially, fairly and on merit using best evidence and without discrimination or bias
4. submit to public scrutiny necessary to assure decisions
5. act and take decisions in an open and transparent manner
6. be truthful
7. robustly maintain the principles, challenging peer group nonconformity as applicable

However these seven principles represent the minimum acceptable threshold of expected conduct and in seeking to operate to the highest professional standard Transforming Lives Educational Trust extends these principles with specific complementary behavioural 'ethics' which, together with the Nolan Principles establish a Transforming Lives Educational Trust Code of Business Conduct.

Behavioural Ethics

Members, Trustees and Governors shall:

1. always act in the best interest of the Trust upholding its reputation and not bringing it into direct disrepute or disrepute by association
2. notify immediately the Chairman of the Trust and/or LGB of any change in circumstance which may compromise the position of office held
3. engage with stakeholders and/or third parties as regulated and determined by the Trust and/or LGB so acting in accordance with agreed action at all times.
4. treat each other, members of staff and all other stakeholders when engaging in Trust activity with respect and courtesy at all times
5. commit sufficient time preparing for and attending meetings to ensure added value to the work of the Trust
6. attend Trust/LGB Board meetings at a frequency and level of attendance required so as to ensure proper business practice and continuity - sustained irregular attendance of 2 consecutive absences and/or 3 within a year may lead to termination of office
7. be responsive and accountable to each other and all stakeholders in respect of decisions and agreed actions associated with the work of the Trust
8. respect confidentiality during term of office with the Trust and/or LGB and save for information within the public domain maintain confidentiality post termination

Approved by TLET Board: 10 January 2017