

Transform Governance - *'Together We Govern'*

Local Governor Handbook 2026-2027

Message from Chair and CEO of Transform Trust



Michael Butler, Chair

Education has the power to Transform lives and communities.

As the Board of Trustees, we are passionate and deeply committed to the well-being and education of our children and the local communities our schools serve. Our very singular purpose is clear: "**To provide high quality, innovative and inclusive education for primary-age children in the East Midlands."** To achieve this, we recognize that governance is the first point of accountability, and our ambition is to deliver world-class governance.

Trustees understand and appreciate the critical role and responsibilities of our Local Governing Bodies (LGBs). We see LGBs as the key supporters and representatives of the children and families within their respective schools. Trustees are dedicated to supporting and encouraging creative approaches to local governance that reflect the developmental stage of each school and its own specific governance needs.



Rebecca Meredith, CEO

It is a massive privilege to lead Transform Trust. We are all passionate about the education of the whole child. We are committed to ensuring Transform children get every possible opportunity available to them. As a Trust we share the good practice that exists in all our schools and have numerous opportunities for joint activities and shared professional development, whilst deliberately maintaining a school's independence, culture, ethos and values.

Along with the Board of Trustees, I set the overall strategic direction of the Trust with Local Governing Bodies translating and determining what happens at a ground level in schools and communities. Local governance therefore plays a massive part in the life of Transform, contributing to our success. They act as a gauge of the health of a school and, therefore, Transform as a whole. Partnership working between the Local Governing Bodies, Trustees and the central team helps deliver the very best for our children across the Trust living out our mission "together we achieve".

Thank you for volunteering as a Governor in a Transform school. I look forward to meeting and working with you.

For more information about our Trustees, please visit our website: www.transformtrust.co.uk

Our Mission

To Transform lives and communities through the power of education.

Our Vision and Purpose

To provide a high quality, innovative and inclusive education for primary-age children in the East Midlands. We will enable all our schools to flourish in environments where children and adults can build their:

- Intellectual curiosity
- Creativity and character
- Connectedness to local and global communities
- Individual school identity within Transform's one vision

We believe

- Children come first
- Together we achieve
- We are united but uniquely individual
- Transform Community: embracing and celebrating diversity

Our Values

Our values are woven into all aspects of our organisation; its strategy, operations and provision, and are a clear and concise articulation of our purpose:



The Purpose of a Governing Body

The Department for Education has outlined that the purpose of a governing body is to provide:

- strategic leadership
- accountability and assurance
- strategic engagement

The board has collective accountability and strategic responsibility for the Trust. It has a focus on ensuring the Trust delivers an excellent education to pupils while maintaining effective financial management and must ensure compliance with:

- the Trust's charitable objects
- regulatory, contractual and statutory requirements
- their funding agreement

Academy Trust Governance Guide, March 2024

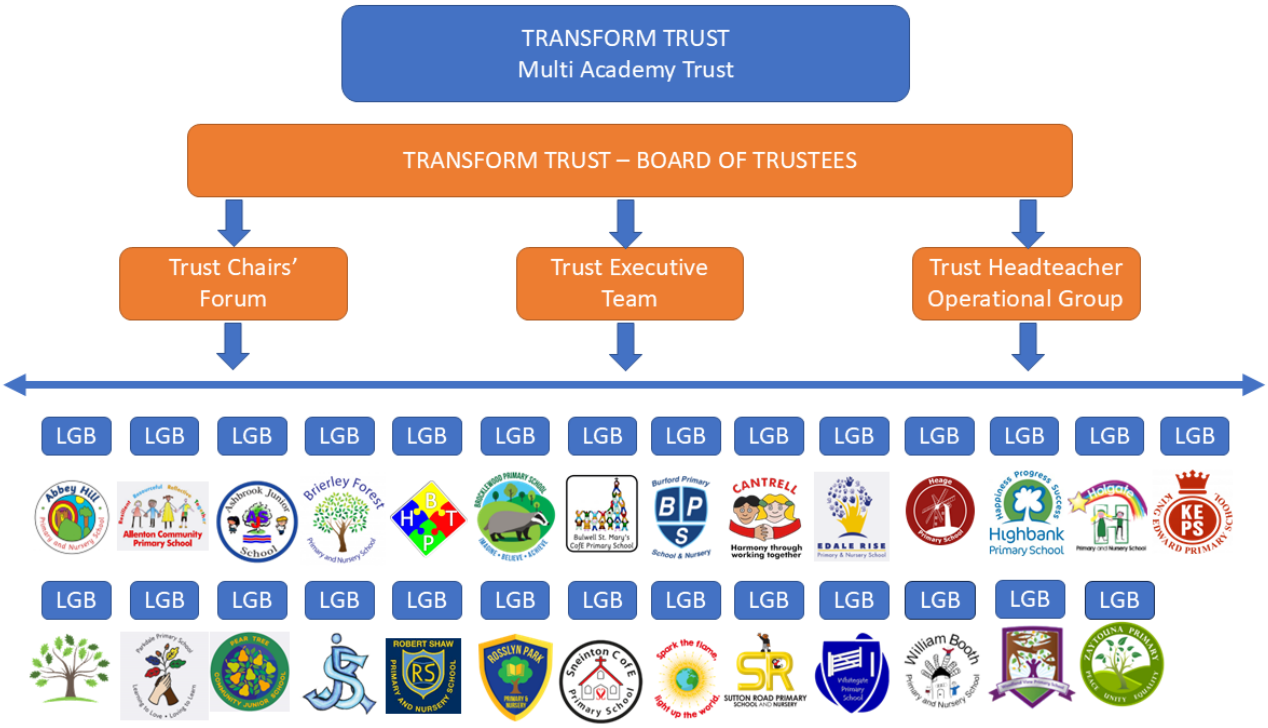
Transform's Governance Characteristics

We are an innovative multi-academy Trust with a difference. Placing individual school identity, professional development and educational excellence for all children at the heart of everything we do. Key features we typically expect of our Governors are:

- Leadership
- High Expectations
- Collaboration and Communication
- Support and Challenge
- Continuous Professional Development

Understanding the accountability and relationship between the Trust Board and Local Governance

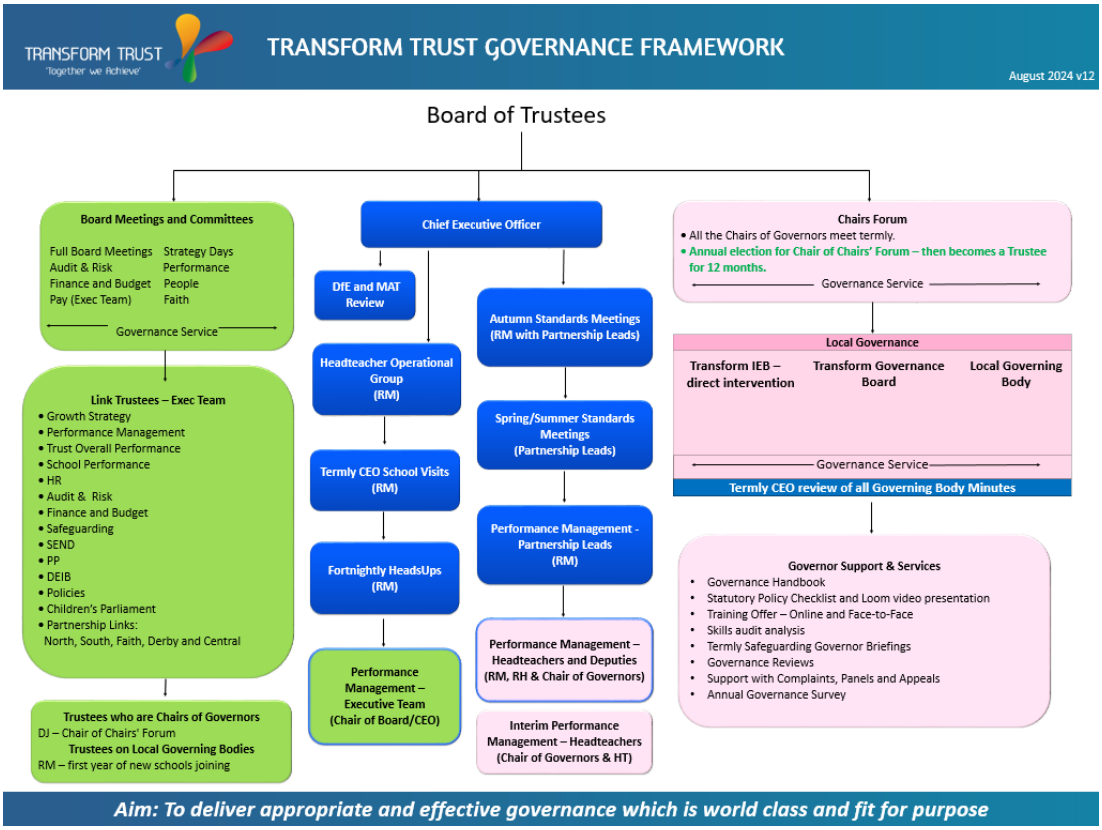
We are one legal entity with one set of Articles governing all our schools. We have a Master Funding Agreement with the Secretary of State, plus supplemental funding agreements with each of our schools. Between the Trust and each school there is a Scheme of Delegation which outlines the level of delegated authority awarded to each school. The below chart shows the relationship between the Trust Board, Trust Executive and Local Governing Bodies.



Each school retains its own identity with a Local Governing Body and ideally an independent Chair. All Chairs are invited to a termly Chairs' Forum with the CEO and Executive Team to discuss a range of strategic priorities, developments and other topics. Annually, our Chairs will elect an independent

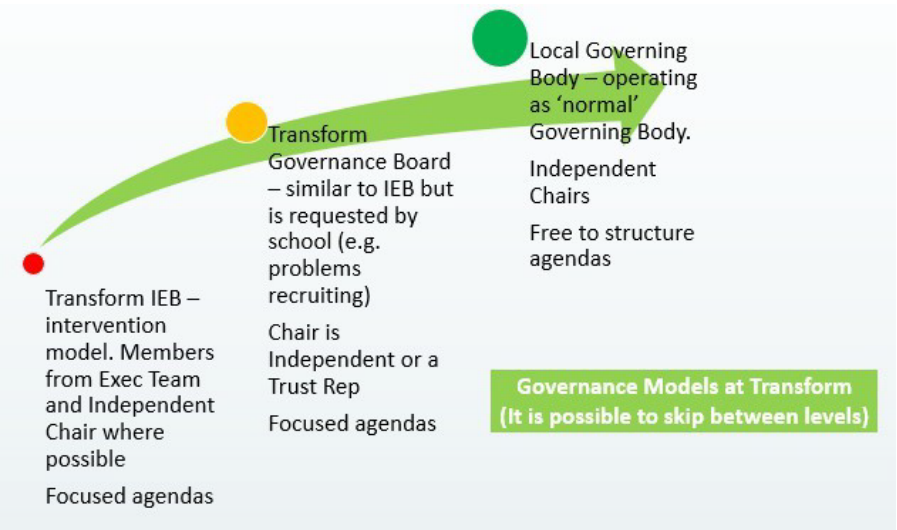
Chair of the Chairs' Forum who will then become a Trustee for a period of 12 months. This ensures there is a relationship between the Trust Board/Trustees and Chairs of our Local Governing Bodies.

The accountability and responsibilities between the Trustees, the Executive Team and Local Governing Bodies is outlined below.



Transform's Local Governance Models

There are three models of governance that we use at Transform and our preferred model is the Local Governing Body. Where there are particular concerns over effective governance, we can alter the model accordingly, however intervention is only used where it is deemed necessary.



Scheme of Delegation

Each Local Governing Body has a Scheme of Delegation outlining what they are responsible for. We have put together a simple one page summary document showing the key areas of responsibility. A copy of the full Scheme of Delegation and a one page summary document can be downloaded from our website here.

Compliance

All Governors must complete the Trust's compliance documentation prior to attending their first meeting in the autumn term, or immediately after they are appointed. This will include:

1. A Right to Work, DBS (Disclosure and Barring Check) and Section 128 check– the School Office will organise this for you. You should not undertake your role until this has been completed
2. Eligibility to be a School Governor
3. GIAS – Get Information About Schools – the Government's national Governance database will be updated by the Governance Professional.
4. Declaration of Interests – both business and pecuniary
5. Equality and Diversity information completed on GovernorHub
6. Skills Audit – done via Microsoft Forms
7. Agreeing to abide by the Governor Code of Conduct
8. Signing to confirm you have read the most up to date version of Keeping Children Safe in Education.

In the 'Academy Trust Handbook', the requirements and responsibilities for governing, managing and auditing Multi-Academy Trusts can be accessed here.

Governor Training

Before you start, or as soon as possible, you should complete your mandatory Governance training. Training is offered through an online training platform, e.g. GovernorHub Knowledge or TES Develop - your school or Governance Professional will organise a login for you.

Mandatory:

You should complete this training within the first term of you taking up the role.

a. Induction – Welcome to Transform and Induction for academy governors on Local Governing Bodies
b. Safeguarding for Governors - annually
c. GDPR – annually
d. Prevent – annually
e. FGM – annually
f. Cyber security – annually
g. Safer Recruitment – every 2 years (for Chairs and Safeguarding Governors)

If you are new to Transform but have completed this training either through your work or another voluntary role, then you do not need to redo this training. However, we do ask that you provide the date and a copy of the certificate of this training.

Transform's Bespoke Training Offer

In addition to the online training available through GovernorHub Knowledge or other platforms, Transform offers a suite of governor training sessions to support our local governors. These sessions include:

- Governor drop-in sessions
- Undertaking monitoring visits training
- Preparing for Ofsted training
- The governor role in pay decisions
- DEIB training
- Pupil Premium training
- Chair drop-in sessions
- Monitoring Attendance
- Digital link governor training
- Complaints training
- Exclusions training
- SEND link governor training
- Preparing for Budgeting training
- Health and Safety training
- Understanding Data

All our governor training starts at 5pm and is offered virtually (except the drop-ins which start at 4:30pm). All training is recorded and uploaded onto GovernorHub so you can view it at any time. Our governor training sessions are available to book here.

We offer termly safeguarding briefing sessions for all governors and a programme of development is also available for Chairs following Chairs' Forum meetings.

Link Governor Roles

Each of the Link Governor Roles detailed below has a separate Resource Pack to help those Governors who become that Link Governor. The Resource Packs are available on GovernorHub here:

a. Health & Safety Link Governor
b. Safeguarding Link Governor
c. Special Educational Needs and Disability (SEND) Link Governor
d. Pupil Premium Link Governor
e. Digital Link Governor
f. Diversity, Equity, Inclusion and Belonging (DEIB) Link Governor
g. Attendance Link Governor
h. Sports Premium Link Governor
i. English as an Additional Language (EAL) Link Governor

Quality Assurance Documents and Reports

We recognise that Governors receive many reports and documents. Listed below are the minimum documents that the Trust would expect Governors to have sight of across the year:

Frequency	Trust
Half termly	Management Accounts
Termly	Standards Report (Headteacher's Report)
Annually	Trust Partnership Review (including Safeguarding and a website review)
Annually	School Budget
Annually	Diversity, Equality, Inclusion and Belonging Audit
External	
Ofsted Inspection	Ofsted inspection with formal judgments against the Ofsted Framework
Faith Inspection	SIAMS/AMS - Faith Distinctiveness judgement
LA Inspection	Subject specific e.g. Safeguarding, SEND

Governance Professionals (GPs)

Each Local Governing Body is allocated a Governance Professional who ensures that Governors fulfil their statutory duties. They support Chairs and Headteachers to prepare documentation which is circulated in advance to allow Governors time to prepare for meetings. They play an active role in ensuring that we are meeting the requirements of the Academy Trust Handbook which is subject to both internal and external audit.

Our GPs are there to support you in your role as Governor and they will provide help, guidance and advice as required. The Trust are proud of our governance team and the range of service and professional advice they provide, as detailed below.

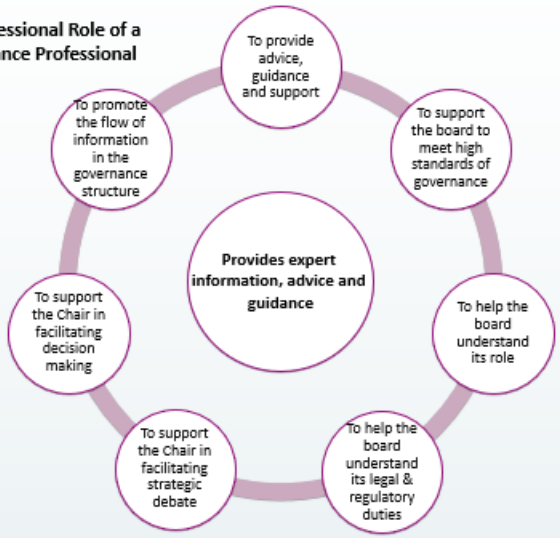
TRANSFORM TRUST
'Together we Achieve'

GOVERNANCE PROFESSIONALS ON A PAGE

November 2026 v12

At Transform Trust we value and invest in our Governance Professionals. They provide an invaluable contribution to the efficiency, effectiveness, productivity and compliance of our different Governing Boards across Governance and Safeguarding. Our Governance Professionals work closely and in partnership with our Chairs, Governors, Trustees and Headteachers to ensure they are focused on their core strategic priorities. They provide expert advice and guidance on a range of statutory duties and other functions and deliver high quality administrative support that makes everything work smoothly.

The Professional Role of a Governance Professional



Governing roles at Transform – the different layers

Trust Board

Steve Cox, CFO and Ruth Palmer, Director of Governance act in the capacity of professional governance support to our Trust Board, providing a range of advice and guidance on finance and governance. Ruth is the appointed Governance Professional for the Trust Board.

Trust Board Committees

Ruth Palmer is the appointed Governance Professional for our Trust Board Committees.

Local Governing Bodies

We have a team of Governance Professionals who support all our LGBs. They are also responsible for our Chairs' Forum and co-ordinating our governor training offer.

Transform Guardians (Safeguarding)

We have several working groups covering all aspects of safeguarding – Mary Farmer is our Governance Professional for all these groups.

Transform Board of Trustees


Steve Cox
CFO


Ruth Palmer
Director of Governance

Local Governing Boards

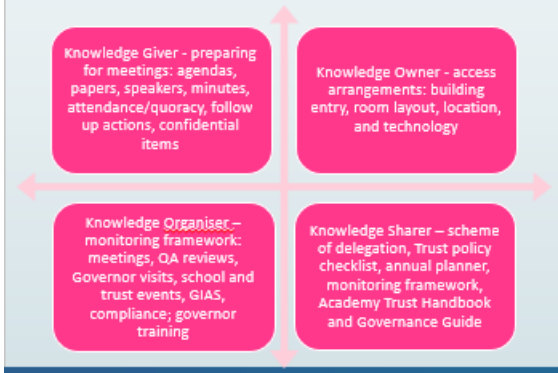

Julie Spencer
Governance Professional


Joanna Bickley
Governance Professional


Mary Farmer
Guardians Professional


Nicola Parker
Governance Professional

The administrative role of a Governance Professional:



The Supportive Role of a Governance Professional:

Preparing for Inspection / Reviews	Support during an Ofsted inspection	Trust inspection and other external reviews	Trust reviews	
Keeping abreast of local, regional and national changes	DfE Policy changes	Governance Guidance and Academy Trust Handbook	GovernorHub, The Key, GOV.UK alerts	Briefings: Chairs' Forum; Safeguarding
Communication	Chairs' Forum, Chairs' Drop-in, Governor Drop-in	CEO HeadsUp – fortnightly	GovernorHub resources	Governor Surveys
Leadership Development	Training and induction of trustees / governors	Skills Audit and Analysis	Identifying areas for CPD	Succession planning
Additional responsibilities / support	Admissions	Complaints	Exclusions	HR panels

Aim: To always be professional in our 'expert' support and guidance and know our schools well

Efficient Organisation – Governor Annual Planning

Effective governance requires efficient organisation. Planning strategically for the school year is an important activity as it can ensure that nothing gets forgotten, tasks are completed on time and links are made between different but related tasks. The Annual Planner is a tool for any governing body to use and adapt to their own circumstances and priorities. It is important to remember that governance is also dynamic, so keeping an eye on, and responding to, changes in policy and practice during the year will always be necessary. A copy of this can be found on GovernorHub.

We have also produced a Governor Monitoring Framework which your Governance Professional will populate for all your meetings, Link visits and other important dates to help you fulfil your monitoring role effectively.

Policies

We have produced a template checklist of policies showing which are Trust and which are local to schools. There is also a short loom video presentation explaining the checklist which can be viewed by those in schools responsible for policies and all Governors as this is a statutory responsibility. You can find the Policy Checklist on GovernorHub.

Governors should be assured that all Trust HR policies have gone through a very rigorous consultation process with the Unions, our Chairs' Forum and finally for approval by the appropriate Trust Committee. The Policy checklist outlines the review process in more detail and is regularly updated.

Finally, once again thank you for being a Governor at a Transform School, we really do appreciate your time and the commitment that you give. If there is anything you need, please get in touch.

The Governance Team at Transform

governors@transformtrust.co.uk