

Queen's Park Trust

Revision v1.0, dated 2nd May 2026



Review of Governance

Both Trustees and trust leaders appreciate the culture of transparency, support, and rigorous challenges to make necessary improvements through the course of operations.

Statutory Duties and Responsibilities

Queen's Park Trust has developed an up to-date set of policy documents which are featured on the website for public accessibility. We also have a Code of Conduct and abide by it. The Board plays a fundamental and prominent role in driving Trust strategy and monitoring its achievement. Trustees are clear in their understanding of how they contribute to statutory duties, compliance, and accountability duties.

A variety of approaches has been used to recruit board members, including advertising, the use of government agencies, the use of our community WhatsApps and building on existing relationships with local partners.

Trustees / CEO / the Governance professionals cite, as a key strength, the broad and diverse set of skills on the Board that enable oversight, support, and challenge. There are no major skills gaps in key areas, and trustees and governors bring a broad portfolio of skills and experience.

A further benefit to the Board is the close links that many trustees and the CEO have with local / civic / partner organisations, in the private and public sector.

The close-working group of CEO and Governance professionals/Trustees ensures effective communication at all stages of preparation for meetings, and allows flexibility to accommodate any unforeseen developments, changes in circumstances or new information needs. Agendas are set and papers are distributed in a timely fashion.

Agenda items reflect current issues in the neighbourhood discovered via conversations on the Community WhatsApp and directly from residents, and care is taken to ensure that actions from previous meetings are tracked through. Minutes are detailed and reflect discussion and challenge from governors.

The Purpose and scope of the Governance Review

This review of governance will consider the effectiveness of the board based on the 6 features of effective governance.

These are:

- strategic leadership
- accountability
- people
- structures
- compliance
- evaluation

Intended outcomes

- the systems and processes of decision making
- the impact of the governance support provided to the trust and how the structured approach is codified across the Trust committee including to provide a cohesive system of checks and balances at all levels of responsibility
- an examination of compliance with mandatory requirements
- deliver the strengths and areas for development to a wider audience, beyond assurances to Members, that the articles are being fully upheld and promoted areas for improvement
- to offer any recommendations for future improvement, aligned to working at scale and developing capacity
- an opportunity for the board to review the strategic direction of the organisation and to evaluate the effectiveness of its processes and systems

The trust holds meetings regularly, on a planned basis, to answer questions and share information. This creates strong lines of communication between different settings in the trust.

- There is no cross over of roles between members and Trustees – strict separation of duties is maintained.
- Understand the plan for the future

Recommendations

The strong culture of challenge and transparency, evidence that these recommendations will form the backbone of Trust working practices. These remain essential factors as the Trust prepares for growth and should remain a focus which new and existing board members understand and appreciate as opportunities for further grants and bids may become a factor.

1. Once there are funding incomings ensure a well proven, ongoing, and systematic oversight of finance to provide an early warning system of any variances from the budget forecast as the Trust moves into a period of growth.
2. Membership, recruitment, and succession planning: Considerable effort has been made to recruit a membership of the Board, resulting in the appointment of new trustees with essential skills for developing the trust.

Continue to uphold this level of diligence in recruitment to secure more Trustees and members. As part of the continuing discussions on succession, the board fully

recognises the need to ensure future skills needs are met and the positive culture preserved.

3. Note where curriculum, leadership and governance strengths, expertise and skills can be called upon across the Trust.
4. Minutes advice to consider:
Potential adoption to minutes format: a table at the top of the minutes, possibly as a 'top sheet' to summarise matters arising and actions from the previous meeting - as a dynamic way of assessing board effectiveness prior to moving on with the next agenda.

This supports external scrutiny of minutes and reflects the pace and guides trustees to the full picture of local concerns, not missing anything out and could provide further assurances that actions have been completed.

Approval and review

Policy approved by:	Ray Lancashire
Policy owner:	Queen's Park Trust
Policy author:	Lydia Abou-Jaib
Date:	2.5.2026
Review date:	2.5.2027