

## Governance Structure – Based on 5 schools

### THE MEMBERS (5 in total)

1 Member to be the Worcester DBE Corporate Body Representative.

### THE TRUST BOARD - DIRECTORS and TRUSTEES (to a maximum of 12)

Up to 75% of the Board will be appointed by the Members of the Trust (known as Directors) including 1 Trust Member and the CEO as ex-officio.

25% of the Board will be appointed by Worcester Diocesan Board of Education (known as Trustees).

### SUB COMMITTEES

#### Assessment, Standards and Curriculum

The Committee shall have a minimum of three and a maximum of six committee members. A majority of Committee members must be Directors of the Trust Board.

#### Finance, Audit and Risk

The Committee shall have a minimum of three and a maximum of six committee members. A majority of Committee members must be Directors of the Trust Board.

#### Pay Committee

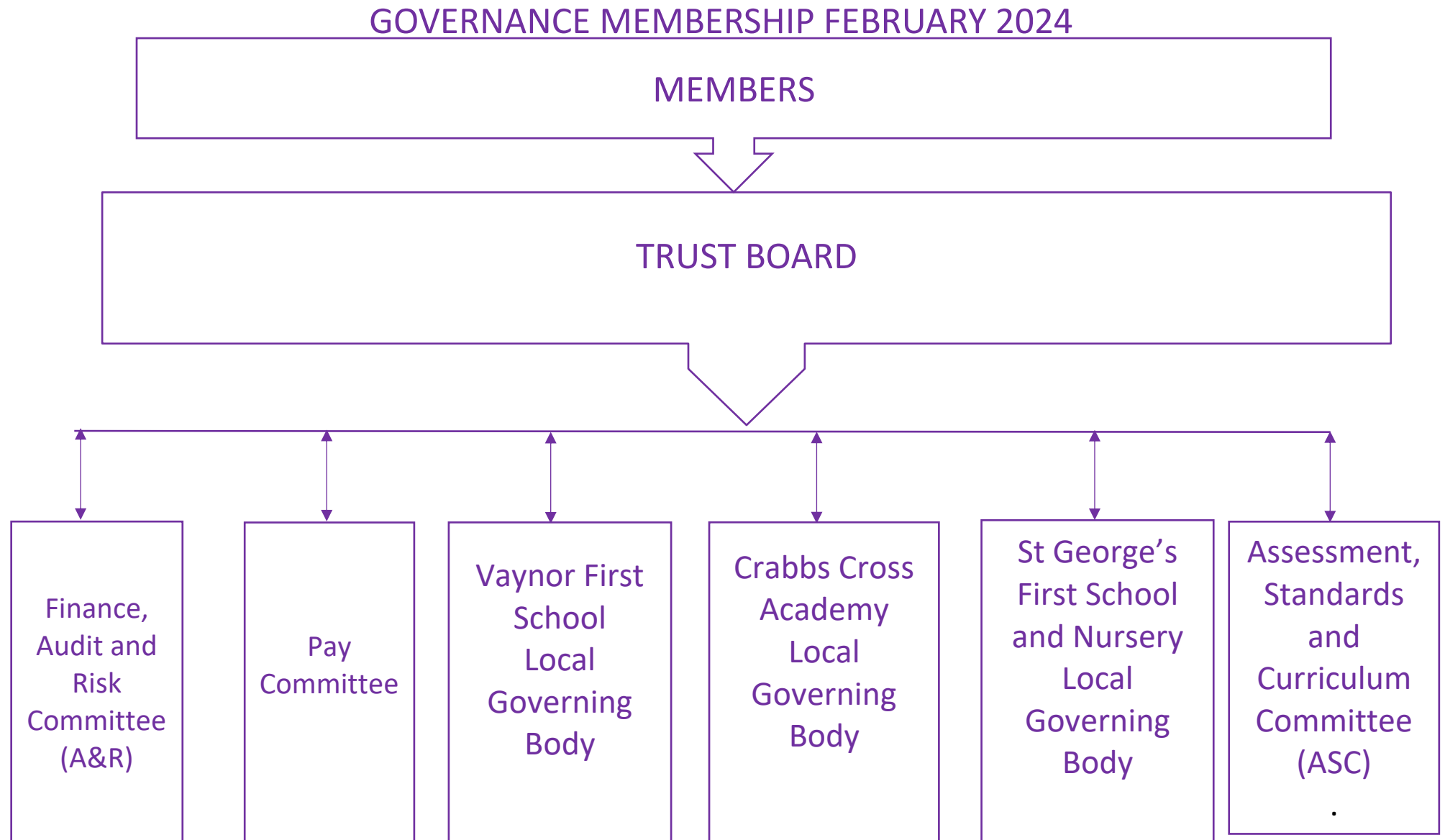
The Committee shall have a minimum of three and a maximum of six committee members. A majority of Committee members must be Directors of the Trust Board

#### Local Governing Bodies

The maximum number of governors will be 12 representing the categories below.

Type of Governor	Minimum number in schools except previously Voluntary Controlled (5)	Minimum number in schools previously Voluntary Controlled (9)	Notes
Staff	1	1	Appointments are made via ballot and are received by the Trust Board.
Headteacher	1	1	Ex-officio
Parents	2	2	Appointment are made via ballot and are received by the Trust Board.
DBE representative	0	2	Appointed by the Diocese (up to 25% representation) in Church of England Schools that are part of The Trust. Appointments will be Ex-Officio, Bishops Representative or Foundation Governors.
Directors' appointments (co-opted Governors)	At least 1 To ensure the governing body is full	At least 3 To ensure the governing body is full	Directors will appoint Governors based on skills audit / needs of the School/Academy – this is done via application, skills audit and interview Where LGBs identify potential “co-opted” candidates, these will be invited to apply and interview and will be appointed by the Board.

## How the structure works





## Appendix 1

### Roles and Responsibilities

The following information sets out the responsibilities of each element of strategic leadership from the Trust to the Senior Leadership Team. The scheme of delegation provides further detail.

<p><b><u>The Trust Members</u></b></p>	<p>Academy Trust Handbook 2023 1.2 Every trust has members who have a similar role to shareholders of a company limited by shares. Members powers are set out in the Trust's Articles of Association</p> <p>It is important, for members to be kept informed by Trust Board about trust business so they can be assured that the Board is exercising effective governance. As a result, our Members receive all documentation relating to board meetings and are invited to ask questions pertaining to that information. They also have an "open invitation" to observe meetings if they wish.</p> <p>Members meet once a year for their "annual general meeting." Other meetings as requested / required are called as "general meetings" in accordance with the "Articles of Association."</p>
<p><b><u>The Trust Board</u></b></p>	<p>Because we operate as a "mixed MAT" (with both non-denominational and diocese schools) the membership of the Board consists of Directors appointed by the Members and Trustees appointed by the diocese as their representatives (making up a max of 25% of the Trust Board.)</p> <p><b>Academy Trust Handbook 2023</b> 1.10 The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements. The academy trust board provides:</p> <ul style="list-style-type: none"> <li>• Strategic leadership of the academy trust: the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier</li> <li>• Accountability and assurance: the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained 10</li> <li>• Engagement: the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.</li> </ul> <p>1.11 The trustees must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. Trusts should consider the features of high quality governance as described in the trust quality descriptions.</p> <p><b>Do trustees have statutory duties?</b> 1.12 Yes. They must comply with the trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement. Company directors' duties are described in sections 170 to 181 of</p>

	<p>the Companies Act 2006. Charity trustees' duties are described in the Charity Commission's The essential trustee guidance.</p> <p>1.13 As an organisation, the trust has a range of responsibilities under current legislation and statutory guidance. Trusts' responsibilities include such matters as safeguarding, health and safety and estates management. Ensuring strong governance in these areas will be a key priority for the board.</p>
	<p>The Trust Board meets at least once a half term. All meetings are clerked and minuted, agreed and signed.</p> <p>In our trust they are responsible for:</p> <ul style="list-style-type: none"> <li>• Receiving nominations from LGBs on the appointment of the Chair and Vice Chair of each LGB on an annual basis. They agree the appointment.</li> <li>• They perform Pay committee duties (Autumn Term) and deal with Personnel issues.</li> <li>• They monitor the budget through monthly monitoring reports and set the annual budget, alongside 3 and 5 year forecasting.</li> <li>• The Board requests information and action from the Local Governing Bodies, holding them to account for the quality of curriculum, provision and standards, health and safety and safeguarding; these being the core duties of these bodies.</li> <li>• Staffing matters – including restructuring, agreeing pay award recommendations, wellbeing etc</li> <li>• They also expect members of the Local Governing Bodies to ensure that PE and Pupil Premium funding are being utilised to raise standards; furthermore they charge the LGBs to oversee inclusive practices, feeding back any points of note or concern through the LGBs to the Trustees.</li> <li>• Fundamentally, the Trust discuss and agree the strategic vision and direction of the MAT moving forward, charging the CEO with whatever actions are needed to realise the vision</li> </ul>
<b><u>Chair of the Board of Directors</u></b>	<p><b>Academy Trust Handbook 2023</b></p> <p>1.21 The chair is responsible for ensuring the effective functioning of the board and has a vital role in setting the highest expectations for professional standards of governance and accountability for the board.</p> <p>In addition, the Chair meets regularly with the CEO (and other staff as needed) to discuss:</p> <ul style="list-style-type: none"> <li>• Performance and standards</li> <li>• ELT wellbeing</li> <li>• Update on issues from Local Governing Bodies</li> <li>• Significant issues at strategic level</li> <li>• Liaison across Academies and wider community</li> <li>• Budget and business matters</li> <li>• Vision and values of the Trust</li> </ul>
<b><u>Local Governing Body</u></b>	<p>Governing bodies meet at least half termly. General business items on a termly basis include:</p> <ul style="list-style-type: none"> <li>• Educational standards</li> <li>• Quality of provision</li> <li>• Health and Safety</li> <li>• Child Safeguarding</li> </ul>

<p><b><u>Chair of Local Governing Body monthly meetings with Headteacher</u></b></p>	<ul style="list-style-type: none"> <li>• Behaviour/ Pupil wellbeing</li> <li>• Attendance</li> </ul> <p>Inclusion and its impact on individuals and groups including pupil premium</p> <ul style="list-style-type: none"> <li>• Impact of sports funding</li> <li>• Subject reports</li> <li>• Staff training (Continuing Personal Development)</li> <li>• Policy ratification (as per the Trust's schedule)</li> <li>• Outcome of link governor visits</li> <li>• Review of progress against SDP</li> <li>• Governor training needs</li> <li>• Receiving most up to date accounts. Reviewing for impact of spending on pupil outcomes</li> <li>• Feed back to the board on a half termly basis – matters for consideration at Trust level, any barriers to success, etc</li> </ul> <p>In addition the Chair of LGBs meet regularly with Heads to discuss:</p> <ul style="list-style-type: none"> <li>• Progress on standards and results of monitoring/ evaluations (i.e. how we know)</li> <li>• Significant issues affecting the school and what is being done about this</li> <li>• Staffing wellbeing / Issues</li> <li>• Community feedback</li> <li>• Policies (such as curriculum)</li> <li>• Communications</li> <li>• Discuss and agree items for governing body agenda meetings</li> </ul>
<p><b><u>Executive Leadership Team meetings</u></b></p>	<p>ELT meets regularly;</p> <ul style="list-style-type: none"> <li>• Issues arising at operational level – inc staffing matters</li> <li>• Strategic vision and direction – actions and feedback</li> <li>• Cross school and partnership working</li> <li>• Performance and standards</li> <li>• Safeguarding / health and safety issues</li> <li>• Finance / ongoing budget monitoring</li> <li>• Development of policy and practice – trust wide</li> <li>• Staff CPD</li> </ul>
<p><b><u>Accounting Officer (CEO)</u></b></p> <p><b><u>CEO/Executive Head</u></b></p>	<p>Academy Trust Handbook 2023</p> <p>1.30 The accounting officer role includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament and to ESFA's accounting officer for the trust's financial resources.</p> <p>1.31 Accounting officers must be able to assure Parliament and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.</p> <p>1.32 Accounting officers must adhere to The 7 principles of public life.</p> <p>1.33 The accounting officer must have oversight of financial transactions, by:</p> <ul style="list-style-type: none"> <li>• ensuring the academy trust's property and assets are under the trustees' control and measures exist to prevent losses or misuse</li> <li>• ensuring bank accounts, financial systems and financial records are operated by more than one person</li> <li>• keeping full and accurate accounting records to support their annual accounts.</li> </ul> <p>The accounting officer's annual statement</p> <p>1.34 The accounting officer must complete and sign a statement on regularity, propriety and compliance each year and submit this to ESFA with the audited accounts. The 15 accounting officer must also demonstrate how the trust has</p>

	<p>secured value for money via the governance statement in the audited accounts.</p> <p>The accounting officer's duty to raise concerns</p> <p>1.35 The accounting officer must take personal responsibility (which must not be delegated) for assuring the board that there is compliance with the funding agreement and handbook.</p> <p>1.36 The accounting officer must advise the board in writing, if action it is considering is incompatible with the articles, funding agreement or handbook.</p> <p>1.37 Similarly, the accounting officer must advise the board in writing if the board fails to act where required by the funding agreement or handbook. Where the board is minded to proceed, despite the accounting officer's advice, the accounting officer must consider the board's reasons and if the accounting officer still considers the action proposed by the board is in breach of the articles, the funding agreement or handbook, the accounting officer must notify ESFA's accounting officer immediately in writing.</p>
	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>• Realising the vision of the Members and Trustees on the future of the Trust</li> <li>• Leading on Human Resources across the Trust</li> <li>• Advising on strategic overview in each school and maintaining such across the Trust</li> <li>• Mentoring and coaching Headteachers and Deputy Heads, middle leaders as needed</li> <li>• Empowering Headteachers to lead schools effectively</li> <li>• Strategically keeping an overview on Finance and Buildings, advising and supporting Headteachers in their roles in these areas</li> <li>• Holding schools to account for performance and standards and contributing to both monitoring and evaluation</li> <li>• Coordinating peer review across schools on a regular basis</li> <li>• Providing, supporting and accessing training for Governors and other Leaders</li> <li>• Providing consultancy services outside of the Trust, thus generating revenue for the Trust</li> <li>• Co-ordinate the work of other EST colleagues in providing consultancy support for schools external to the trust</li> <li>• Line management of Trust CFO/HR lead and Head Teachers; including leading on performance management for these colleagues</li> </ul>
<b><u>Chief Finance Officer</u></b>	<p>Academy Trust Handbook 2023</p> <p>1.38 The board must appoint a chief financial officer (CFO) to whom responsibility for the trust's detailed financial procedures is delegated. The CFO should play both a technical and leadership role. The CFO should be employed by the trust, and the trust must obtain prior ESFA approval, if it is proposing, in exceptional circumstances, to appoint a CFO who will not be an employee</p>
<b><u>Governance Manager (also HR Lead)</u></b>	<p>The academy trust must appoint a governance professional to support the board of trustees, who is someone other than a trustee, principal or chief executive of the trust.</p>

	<p>In her role as Governance professional she:</p> <ul style="list-style-type: none"> <li>• Undertakes all the duties traditionally undertaken by the clerk to the governing body Fulfils these duties for 5 sub committees of the board and the board itself.</li> <li>• Ensures the programme of policy review is up to date</li> <li>• Drafts many of the trust wide policies, using model policies from a range of sources, ensuring that they have, wherever possible been subject to local union agreement</li> <li>•</li> </ul>
<b><u>Headteachers</u></b>	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>• Ensuring Building and Maintenance work is well managed</li> <li>• Liaising with HR lead on school-based matters and dealing with school based staffing matters</li> <li>• Ensuring Schools holds appropriate policies and these are adhered to and operating Trust wide policies</li> <li>• Accountability for monitoring and evaluating standards and strong use of data</li> <li>• Quality of provision</li> <li>• Providing strategic overview and leadership of the school</li> <li>• Contributing to the strategic overview for the Trust</li> <li>• Safeguarding, safer recruitment</li> <li>• Health and safety matters</li> <li>• Behaviour, attendance, welfare and development</li> <li>• Community</li> <li>• Monitoring school budget and demonstrating impact of spending decisions on improving pupil outcomes</li> </ul>



## Appendix 2

### Segregation and Delegation of Duties – Finance

Local governing Bodies (Operational)	Audit and Risk Committee	Finance and Resources Committee	Pay Committee	The Board (Strategic)
<ul style="list-style-type: none"> <li>➤ Monitor budget spending</li> <li>➤ Review <b>impact</b> of spending on outcomes for children [value for money]</li> <li>➤ Operational queries regarding budget spending e.g. why have water costs increased?</li> </ul>	<ul style="list-style-type: none"> <li>➤ H &amp; S – review estates and prioritise future workstreams / funding</li> <li>➤ Review risk register</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compliance with systems</li> <li>➤ Review MAT accounts (see LGB)</li> </ul>	<ul style="list-style-type: none"> <li>➤ To apply the criteria set by the Trust-wide pay policy in determining the pay of each Headteacher, more senior staff and centrally employed staff at the annual review;</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review management accounts from the perspective of – <ul style="list-style-type: none"> <li>○ Viable</li> <li>○ Value for money</li> <li>○ KPIs</li> </ul> </li> <li>➤ Over-arching budget management (Trust, not individual school level). Key consideration – are we operating within our budget and if not, why not?</li> </ul>
<p><b>Having completed the above:</b></p> <ul style="list-style-type: none"> <li>➤ Identify financial barriers to success</li> <li>➤ Put forward recommendations to the F&amp;R for additional funding</li> </ul>	<ul style="list-style-type: none"> <li>➤ Receive recommendations and order these based on priorities</li> <li>➤ Put forward recommendations to the F&amp;R for additional funding</li> </ul>	<ul style="list-style-type: none"> <li>➤ Receive recommendations and order these based on priorities</li> <li>➤ Recommend future spending priorities to the board</li> </ul>	<ul style="list-style-type: none"> <li>➤ Report outcomes to the Trust Board</li> </ul>	<ul style="list-style-type: none"> <li>➤ Receive recommendations from F&amp;R and agree decisions</li> </ul>