




**Trust in Learning (Academies)
GOVERNANCE OPERATING MODEL
2024**



- 
- 1. Trust in Learning (Academies) Summary of vision, aspirations, and goals**
 - 2. Commitment to effective Governance**
 - 3. Legal Framework and compliance**
 - 4. Local Governance what does that mean at TiLA**
 - 5. Governance Structures**
 - 6. Roles and Responsibilities**
 - 7. Scheme of Delegation**



1. Trust in Learning (Academies) Summary of vision, aspirations, and goals



2. Commitment to effective governance

As a strong Trust we understand that effective governance is not only a legal duty but is actively pursued to deliver excellence for our Trust and for each individual school that is part of its family.

Effective Governance has the following three elements to its purpose;

- Ensuring clarity of vision, ethos and strategic direction
- Holding the executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff; and
- Over seeing the financial performance of the organisation and making sure its money is well spent

The Trust Board holds the following values/ principles

- is ambitious for all children and young people served by the Trust
- is committed to ensuring the Trust delivers continuous school/ academy development
- base its judgements on high quality objective data
- have a full understanding of the views and needs of pupils/students, parents/ carers, staff and local communities
-

The Trust Board evaluates its effectiveness on the following key features

- Strategic Leadership
- Accountability
- People
- Structures
- Compliance
- Evaluation

3. Legal Framework and compliance

The manner by which the Trust Board operates is laid down by the Articles of Association [Found Here](#) and comprises:

- Directors appointed by the Members (Trust in Learning)
- Chairman of the Board at the time
- Chief Executive of the Trust at the time
- Directors who are Chairpersons of the local governance committees (maximum of four nominated by the Chairs Forum)

In addition the Board ensures the Trust operates within the statutory and legal framework for the Education sector including but not limited to;

- ESFA Academies Financial Handbook
- Keeping Children Safe in Education
- Employment legislation
- Health and Safety at Work

The Trust is committed to ensuring that where there are codes of conduct, performance standards or other voluntary guides or frameworks aimed at delivering high quality governance that the Trust will adopt those standards or work towards them if new.

4. Local Governance what does that mean at TiLA

The Trust is committed to the principles of local engagement and governance. This means that we seek to engage members of a school's community in the activity of the school, in both an advisory and governance capacity.

We continually review and evaluate the Trusts approach to governance and evolve our processes, practice and engagement based on that feedback and impact.

The Trust Board delegates specific governance activity (see Scheme of Delegation) to local school level and through the Executive Team.

5. Governance Structures

The Trust's governance structures can be seen at appendix 1.

6. Roles and Responsibilities

The Members

Key Responsibilities

- To appoint and/or remove Academy Trustees
- To appoint Trust Auditors
- To ensure the Trust Board is exercising effective governance

- To further the Trusts charitable objectives

The Trust Board

Key Responsibilities:

- Ensure the quality of the educational provision at each school/academy
- Establish and oversee the strategic direction of the Trust and oversee its execution
- Acting as the employer of all staff
- To monitor, challenge and support the CEO and executive team in its delivery on the strategic plan
- Ensure compliance with all the relevant legislation, including (but not limited to) that relating to the health and safety of its employees, students and visitors
- Challenge and monitor the financial strategy and probity of the Trust through the delegation of powers to its Finance Committee and local governing committees (see TiLA's Scheme of Delegation)
- Ensure regular effective engagement with local governing committees and stakeholders
- Approve the Trust's Admissions Policy
- Consider proposals for growth of the Trust or change of strategic direction

Aspects of these responsibilities may be delegated to the Chief Executive or individual local governance committees/boards, with the day-to-day running of each academy – see TiLA Scheme of Delegation. For example, the Board will:

Ensure clarity of roles for local governance committees/boards and (via the Chief Executive and Chairs of local governance committees/boards/partnerships) that there is effective governance at individual school/academy level

- Ensure the Chief Executive has provided support and assistance for local governing committees and their Chairs to fulfil their delegated duties as set out in this document
- Via the Chair of the Board, undertake performance management of the Chief Executive
- Ensure clarity of roles and accountability between the Board, the Chief Executive, Headteachers/Principals, Chairs of local governance committees/boards and local governance committees/boards
- Approve the Trust's Pay and Performance Policy and devolve operational aspects to the Chief Executive
- Ensure all finances and senior pay awards are effectively managed by the Chief Executive and Director of Finance and Operations through the Finance (and Remuneration) Committee.

And comprises:

- Directors appointed by the Members (Trust in Learning)
- Chairman of the Board at the time
- Chief Executive of the Trust at the time
- Directors who are Chairpersons of the local governance committees (maximum of four nominated by the Chairs Forum)

7. Scheme of Delegation

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
Governance framework										
People	Members: Appoint/Remove	✓								
	Trustees: Appoint/Remove	✓	✓							
	Role descriptions for members	✓								
	Role descriptions for trustees/chair/specific roles/committees/LGBs/SIBs: agree		✓			<A				
	School LGB/SIB representatives: elected		✓					✓		
	Board committee chairs: appoint and remove		✓	✓	✓	<A				
	School LGB/SIB chairs: appoint and remove		✓			<A		<A		
	Clerk to board: appoint and remove		✓							

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
	Clerk to school LGB/SIB: appoint and remove					✓				
Systems and structures	Articles of association: review and agree	✓	<A			<A				
	Governance structure (committees) for the Trust: establish and review annually		✓			<A				
	Terms of reference for board committees and scheme of delegation for school LGB/SIB: agree annually		✓			<A				
	Skills audit: complete and recruit to fill gaps		✓			<A>		✓	A	
	Annual self-review of trust board and committees: complete annually		✓							A
Systems and structures	Annual self-review of school LGB/SIB: complete annually							✓		
	Chair's performance: carry out 360° review periodically		✓			A>		✓		
	Trustee / school LGB/SIB member contribution: review annually		✓					✓		A
	Succession: plan		✓			<A>		✓	A	A
Reporting										

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
Reporting	Publication on Trust and schools' websites of all required details on governance arrangements: ensure		✓			<A		✓	A	✓
	Annual report on performance of the Trust: submit to members and publish		✓			<A				
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		<A				
	Annual report work of school LGB/SIB: submit to trust and publish						A	✓	A	
Being Strategic										
Being Strategic	Determine Trust wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies		✓	✓	✓	<A				

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
	including capability, discipline, safeguarding/CP, conduct and grievance: approve									
	Determine school level procedures in line with TiLA policies and which reflect the school's ethos and values and context to include e.g SEND; curriculum; behaviour: approve					A>	A		✓	
	Central spend / top slice: agree		✓	<A		<A				
	Management of risk: establish register, review and monitor		✓	<A	<A	<A>			A	
	Engagement with stakeholders	✓	✓	✓	✓	✓		✓	✓	
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓			<A				
	Schools' vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓			A>	A		✓	

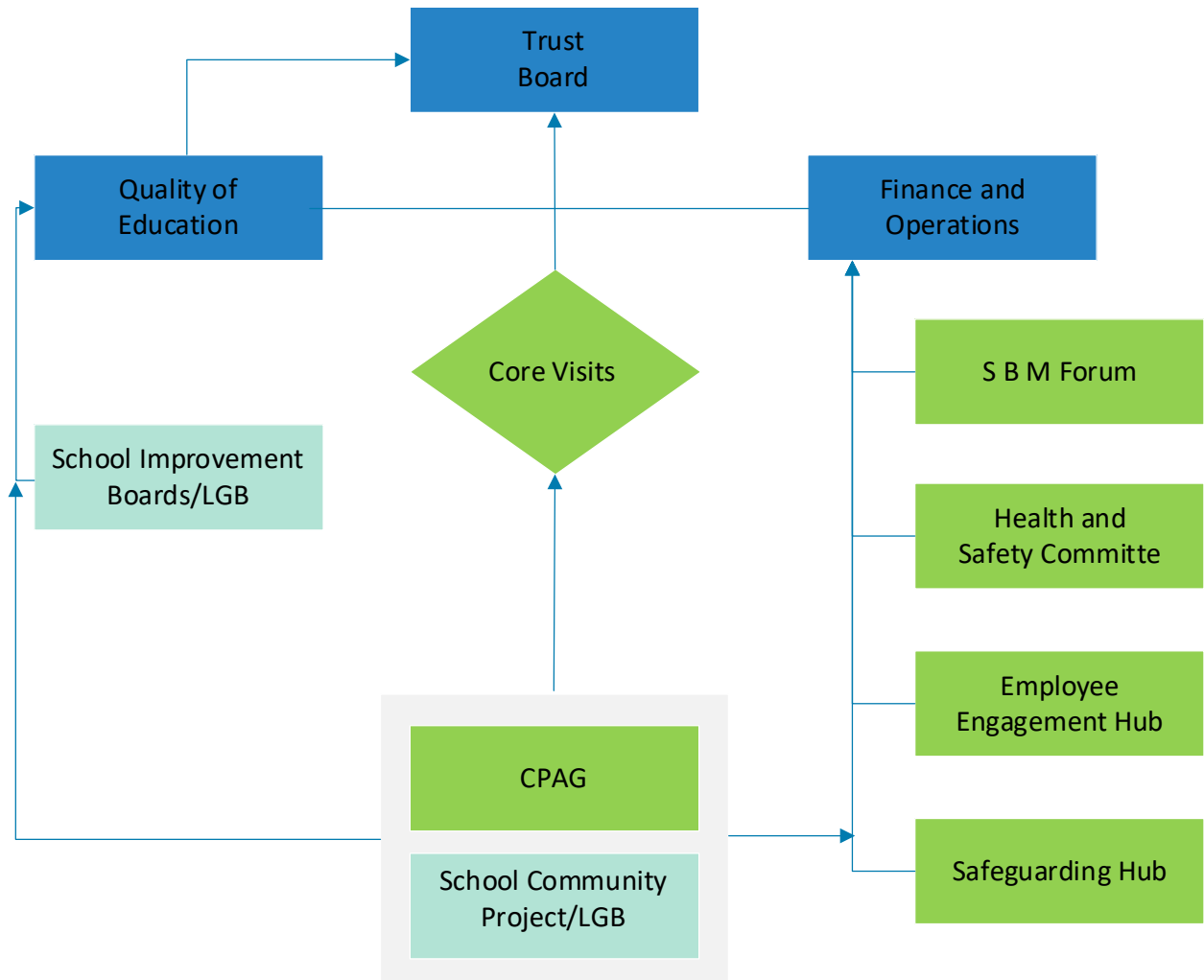
Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
Being Strategic	Chief Executive Officer: appoint and dismiss		✓							
	School Headteacher: appoint and dismiss		✓			<A		<A		
	Budget plan to support delivery of Trust key priorities: agree		✓	<A		<A				
	Budget plan to support delivery of school key priorities: agree		✓	<A		<A>			<A	
	Trust's staffing structure: agree		✓	<A	<A	<A				
	School staffing structure and appointment of staff: agree						A		A	
Holding to account										
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree * safeguarding only		✓	✓	✓	<A>		✓*	A	

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	<A>		✓	A	
	Performance management of the Chief Executive Officer: undertake		✓							
	Performance management of school/academy Headteacher: undertake					✓		A		
	Trustee monitoring: agree arrangements		✓			<A				
	School LGB/SIB monitoring/review: agree arrangements					A>	A	✓	A	
	School LGB/SIB overall performance monitoring: agree arrangements		✓			<A	A			
Ensuring financial probity										
	Appoint Director of Finance (and Operations) for delivery of Trust's detailed accounting processes		✓	<A		<A				

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
Ensuring financial probity	Trust's Scheme of Financial Delegation: establish and review		✓	✓		<A				
	School's Internal financial model: establish, review and implement			✓		<A			<A	
	External auditors' report: receive and respond		✓	<A		<A			A	
	CEO pay award: agree		✓							
	School/Academy Headteacher pay award: agree					✓				
	Staff Performance Development Review procedure and pay progression: review and agree		✓			✓			A	
	Benchmarking and Trust wide value for money: ensure robustness			✓		<A				
	Benchmarking and school value for money: ensure robustness			✓				A		A

Area	Decision	Delegation								
		Members	Trust Board	TB Finance & Ops Com	TB Q of Ed. Com.	CEO	Trust Executive	LGB/SIB	School HT	Company Secretary
	Develop Trust wide procurement strategies and efficiency savings programme			A>		✓				
	Review and approve Trust wide procurement strategies and efficiency savings programme			✓						

Appendix 1 – TiLA’s Governance Structure



Key

- Board Sub Committees
- School Governance Committees
- Trust led Governance Activity