



DENMARK ROAD HIGH SCHOOL  
Discover Realise Honour Shape



# Trust Board



# Topics

- Principles of Effective Governance
- Governance Structure
- Role of Trust Board



# Principles of Effective Governance



The Principles of Effective governance are detailed in the [Governance Handbook](#)

For clarity we have aligned the responsibilities of the Trust Board to these core principles

# Governance Structure



**Members**

- Holding the Trustees to account
- Appointing External Auditors
- Receiving the Annual Accounts & Reports
- Appointing Members & Trustees

**Trust Board**

Meets Monthly\*

- Ensuring clarity of vision, ethos and strategic direction for the Trust
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent
- Co-opting Trustees & Electing Parent Trustees

**Clerk**

- Guidance to the Board
- Annual Work Plan
- Skills Audit & training
- Minutes & Records

	<b>Audit &amp; Internal Scrutiny Committee</b>	<b>Financial Review Panel</b>	<b>Staffing Review Panel</b>	<b>Admissions &amp; Complaints Panel</b>	<b>Curriculum &amp; Performance Panel</b>	<b>Link Governors</b>
<b>Chair</b>	• Co-Chair	• Chair of Governors	• Co-Chair	• Co-Chair	• C&P Link Governor	<ul style="list-style-type: none"> <li>• Safeguarding</li> <li>• SEND &amp; Pupil Premium</li> <li>• Health &amp; Safety</li> <li>• GDPR &amp; IT</li> <li>• Careers</li> <li>• Curriculum &amp; Performance</li> <li>• Learning Walks &amp; School Engagement visits</li> <li>• School events</li> </ul>
<b>Delegated Authority</b>	• Internal Scrutiny programme	• None	• None	• Admissions & Appeals • Final stage Complaints	• None	
<b>Other Duties</b>	<ul style="list-style-type: none"> <li>• Internal Scrutiny programme</li> <li>• Risk Management oversight</li> <li>• Issue Annual Internal Scrutiny Report</li> </ul>	<ul style="list-style-type: none"> <li>• Review Mgmt Accounts</li> <li>• Review Annual Accounts &amp; external Auditors Report</li> <li>• Review budget proposal</li> <li>• Annual Financial Report</li> </ul>	<ul style="list-style-type: none"> <li>• Review staffing structure proposals</li> <li>• Review Annual Pay Progression recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Review Admissions Policy</li> <li>• Sixth Form Appeals</li> </ul>	<ul style="list-style-type: none"> <li>• Review Curriculum provision</li> <li>• Review Performance data</li> </ul>	
<b>Meetings</b>	• Bi-termly (3 times per year)	• Termly (6 times per year)	• Bi-termly (3 times per year)	• Twice per year + As Req'd	• Bi-termly (3 times per year)	

\* Excluding Summer holidays



# Role of the Trust Board

- Our role in providing (1) Strategic Direction
  - Hold an annual strategic planning session with the head teacher and senior leadership team, and agree strategic priorities
  - Promote the culture, value and ethos of the Trust
  - Ensure the School Improvement Plan (SIP):
    - Delivers the strategic objectives and vision of the school
    - Maximises the school's strengths
    - Addresses any areas of weakness or where improvement is required
  - Approve the SIP, annual Budget and 3-5 year financial plan
  - Ensure effective, informed and appropriate decision making in the interest of the Trust
  - Maintain regular engagement with the school community, seek out the views and demonstrate how these have been taken into account



# Role of the Trust Board

- Our role in providing (2) Accountability
  - Oversee the implementation of the SIP
  - Monitor the financial and educational performance
  - Review and monitor risks
  - Receive and review a regular report from the Head Teacher
  - Ensure there is an effective programme of link governor and school visits
  - Direct and support Trust panels and link governors and ensure they provide clear and concise reports to the board



# Role of the Trust Board

- Our role in providing (3) People
  - Ensure we recruit Trustees based on the Board's requirements
  - Ensure that Individually & collectively we have the right skills & knowledge, and carry out an annual skills audit
  - Ensure we induct & train Trustees and the Clerk appropriately
  - Ensure we set and uphold clear standards and expectations
  - Ensure we support Link governors in their role
  - Establish a suitable panel for appointing, appraising, supporting and developing the Headteacher
  - Oversee the leadership, management and organisation of the school, and the implementation of the schools appraisal policy and the training and development of staff



# Role of the Trust Board

- Our role in providing (4) Structures
  - Ensure we comply with our articles and have separation of responsibilities
  - Ensure clearly defined roles & responsibilities within the school and Trust Board
  - Annually review the Trust's Scheme of Delegations
  - Ensure appropriate Trust Panels are established to help advice & inform the Board on key areas
  - Ensure there is a suitably independent Audit & Internal Scrutiny committee
  - Annually review and update the terms of reference of the Trust Board, panels, committee and link governors





# Role of the Trust Board

- Our role in providing (5) Compliance
  - Ensure we have a Clerk, capable of advising and supporting the Board
  - Ensure we are aware of changes in legal and governance requirements
  - Ensure we operate in line with the companies act, our articles and funding agreement
  - Ensure we submit reports and accounts on time, and keep the school website up to date with the information we are required to publish
  - Ensure we maintain an effective, risk based internal scrutiny programme
  - Ensure we receive appropriate information from the head teacher
  - Ensure we comply with our statutory duties and have means to demonstrate this – e.g. through the activities of our link governors
  - Oversee the schools curriculum, admissions, and other key policies
  - Review and oversee the implementation of the Trust’s Whistleblowing and Complaints procedures



# Role of the Trust Board

- Our role in providing (6) Evaluation
  - Ensure we use a range of information and data to evaluate the Trust's performance
  - Ensure we are aware of Ofsted criteria and that these are considered when overseeing the SEF and SIP
  - Oversee the actions of the Trust Board and the impact on outcomes
  - Provide the Members with an annual report on the performance and effectiveness of the Trust Board
  - Commission a periodic external review of governance



# How the Trust Board works

- We'll make informed decisions as a Board\*
- The Trust Board will meet monthly during term time
  - This establishes a clear rhythm and maintains momentum
- We'll establish an annual Work Planner, setting out:
  - Key dates, deadlines, decisions, etc.
  - When we need key information and reports (school, panel, link governors, etc.)
  - A programme of visits and other events
- Our Trust Panels will review and scrutinise key areas to help advise & inform the Board – allowing us to focus on the key issues, not the detail
- Our link governors will provide us with assurance for specific areas
- We'll track the progress we're making and annually review our performance
- We'll keep records to allow others to hold us accountable for our decisions & actions
- We'll work as a team and support each other, and have some fun on the way!

*\* The exceptions are: (1) the internal scrutiny committee – to maintain independence & (2) Appeals and complaints*