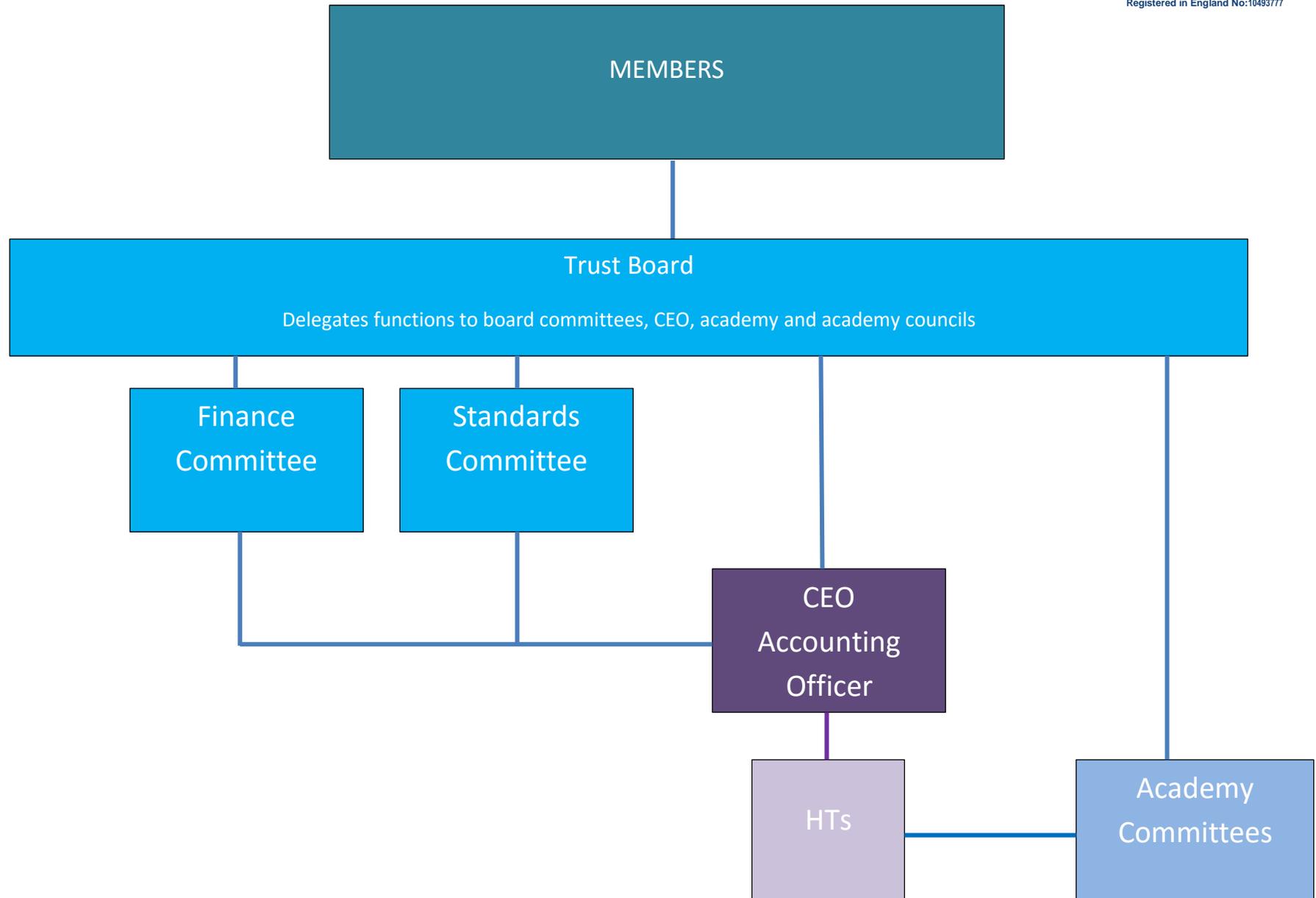


### MODEL 1: Delegation to academy committees



## **Governance structure and lines of accountability**

### **Model 1: Delegation to academy committees**

#### **When to consider this model**

This model works well when: all schools in the trust are good or better and when trustees have high degree of confidence in local academy governance. The schools must be able to recruit academy committee member who have the knowledge, skills and commitment to carry out the role.

- The board of trustees is responsible for the three core governance functions.
- The board of trustees appoint the chief executive (CEO) to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.
- In turn, the CEO line manages other senior executives and the academies' principals, setting their targets and performance managing them.
- The board constitutes committees for finance and standards; these look in detail at resources and progress and attainment across the trust. As board committees, at least three trustees must sit on each.
- The board delegates some of its school level monitoring and scrutinising functions to academy committees, and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on academy committees, and so lines of communication to the board of trustees must be clearly established. It is usual for the CEO to seek input from the chair of the academy committee when undertaking the headteacher's performance management.
- As the headteacher is being line managed by the CEO, the academy committee no longer carries out the governance of holding the headteacher to account. However they must be confident that the trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. This arrangement will also affect the academy role in Ofsted's inspections.