



Governance Strategy 2023-25

This strategy defines what 'governance' means for the Trust and outlines how governance is structured and organised as part of a whole-trust approach to improving standards.

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Approved by	Board of Trustees
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Adopted date	n/a
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Policy/document owner	Head of Governance
Status	Regulatory
Frequency of review	This is a dynamic document which will be updated annually to reflect changes in process built on experience and will be formally agreed by the Trust Board every 3 years.
Next review date	June 2024
Applicable to	Trust-wide

Document History

Version	Version Date	Author	Summary of Changes
V1.0		Helen Stockill – Head of Governance	Document created
V2.0	29 June 2017	Head of Governance	Formal Board approval
V2.1	October 2017	Head of Governance	Removed tables for cluster board and advisory board members names.
V2.2	8.8.2018	Head of Governance	Updated role of Trustees in line with Academies Financial Handbook. Updated role of cluster and advisory board to align with handbooks.
V3.0	June 2019	Head of Governance	Cluster Board tier of governance removed. School Improvement Committee added. Minor clarifications in wording. Appendix 2 updated. Table of contents added.
V3.1	July 2020	Head of Governance	Updated branding and logo. Minor edits to wording of AB role. Removed the detailed governance structure model.
V3.2	November 2020	Head of Governance	Update to chairing arrangements and new vision added.
V3.4	August 2021	Head of Governance	P&G committee removed. SEND Committee included. Some minor updates to wording. Senior leadership section updated.
V3.5	November 2021	Head of Governance	Trustees updated
V3.6	December 2021	Head of Governance	Trustees updated. Ruth Malkin added. Photos removed
3.7	March 2022	Head of Governance	Trustees updated.
3.8	May 2022	Head of Governance	Trustees updated.
3.9	June 2023	Head of Governance	Committees, Senior Leadership, and principles of governance updated. Updates to wording.

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1. Overview statement

*The purpose of governance is to provide confident **strategic leadership** and to create robust **accountability, oversight, and assurance** for educational and financial performance.*

Department for Education

Good governance is at the heart of delivering educational excellence. This strategy defines what 'governance' means for the Trust and outlines how governance is structured and organised as part of a whole-trust approach to improving standards.

Drawing on our own experience and DfE key features of effective governance this strategy is informed by a set of principles for effective governance which are set out in more detail in Appendix 1.



2. Our Vision and Values

Discovery mission:

Our fundamental purpose is to ensure that all our pupils realise their potential.

Discovery vision:

Discovery Trust aspires to achieve **excellence** in all areas of our work. The children and families we work with have confidence in the teachers and leaders of the Trust who act with **integrity** and demonstrate **respect** for individual needs. Discovery aspires for all our schools to become **sustainable** and **altruistic**, driven by a passion for working in **partnership** with all stakeholders.

Discovery values

The Trust values are fundamental to delivering good governance; these values sit at the heart of all our decision making and actions to help us make the right decisions. The values below act as the guiding principles for all those involved in governance within the Trust.

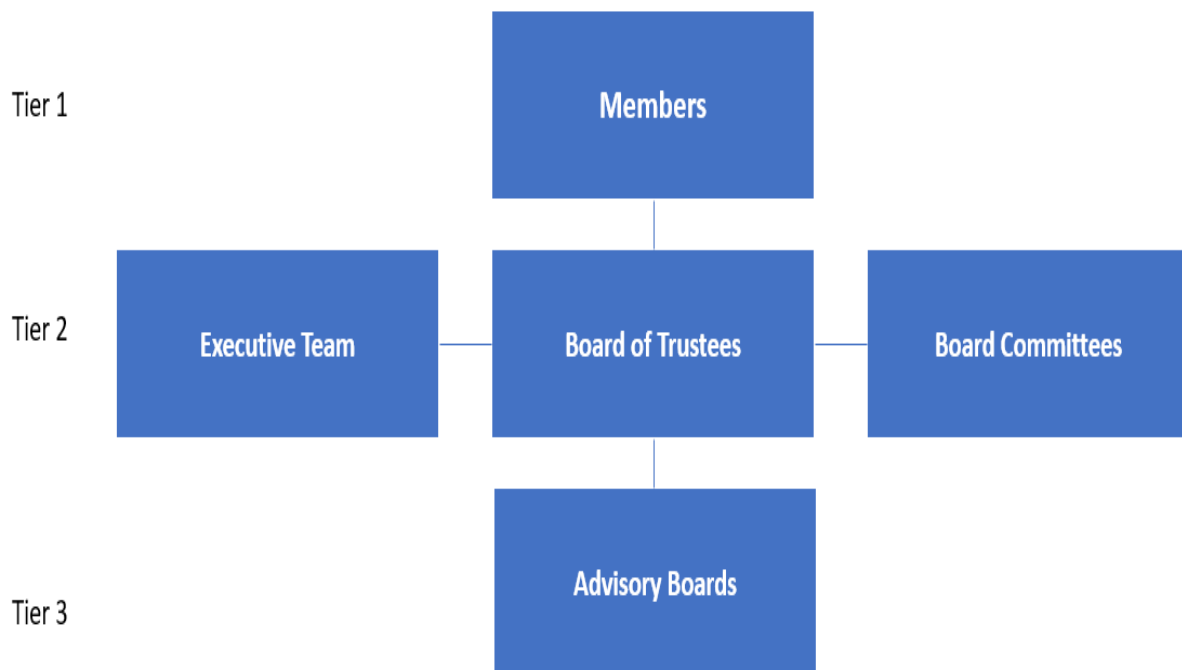


3. Discovery Governance Model

In a multi-academy trust, a single trust is responsible for several schools. The nature of the Trust as a company running multiple schools means there are additional governance and management layers.

The Board of Trustees is the legal governing body and are therefore have overall responsibility for the governance of the Trust. However, it does not perform this role alone and delegates functions across the governance structure, these are set out in a Scheme of Delegation which is available on the Trust website.

The governance model identifies three tiers of governance as shown in the diagram below and described in more detail within this strategy.



4. Members

As a charitable company limited by guarantee the Trust has Members who have a similar role to the shareholders in a company limited by shares. The Members are the 'guardians of the governance' of the Trust and ensure that the Trust acts within its charitable objects and values to achieve the vision.

Members have limited but significant powers, most notably they:

- Agree changes to the Articles of Association
- Appoint (and remove) Members
- Appoint (and remove) Trustees
- Appoint the Trust Auditors
- Direct Trustees to take a specific course of action

Current Members are:

- Carolyn Lewis - Director of Education Leicester Diocese
- Richard Bettsworth – Chair of Trustees
- Robert Woolston
- David Williams

Members hold an Annual General Meeting where they review the appointments of the Board, the appointment of the external auditor and review the financial statements. In addition to this, Members are invited to visit schools in the Trust and receive a regular update from the trust.

5. Trust Board

Trustees are charity trustees and company directors, as well as the governing body for all the schools within the Trust. The Trust Board is therefore the accountable body responsible for the performance of the Trust and its schools. The Trust Board has overall responsibility for:

- a) Ensuring clarity of vision, ethos, and strategic direction.
- b) Holding the Trust Leader and Trust Senior Leadership to account for the educational performance of the Trust.
- c) Overseeing and ensuring effective financial performance.

The Board is made up of 10 trustees each with an area of specialism:

Appointing body: Members

Lucy Welsford

- Commercial and business specialist
- Appointed January 2022
- 4-year term of office

Mihir Trivedi

- Regulatory change specialist
- Appointed August 2021
- 4-year term of office
- Vice Chair

Raj Tugnet

- Business development & strategy specialist
- Appointed August 2021
- 4-year term of office
- Chair of Audit & Risk Committee

Stephen Dixon-Mould

- Human Resources specialist
- Appointed January 2022
- 4-year term of office

Gary Sims

- Finance specialist
- Appointed March 2022
- 4-year term of office
- Chair of Resource Committee

Shane Bray

- Commercial and business specialist
- Appointed October 2020
- 3-year term of office
- Lead Trustee for Estates & H&S

Ruth Malkin

- Risk & compliance specialist
- Appointed December 2021
- 4-year term of office

Chris Bristow

- SEND & education specialist
- Appointed November 2021
- 4-year term of office
- Lead SEND Trustee

Appointing body: Diocese of Leicester Education Trust

Maggie Spence

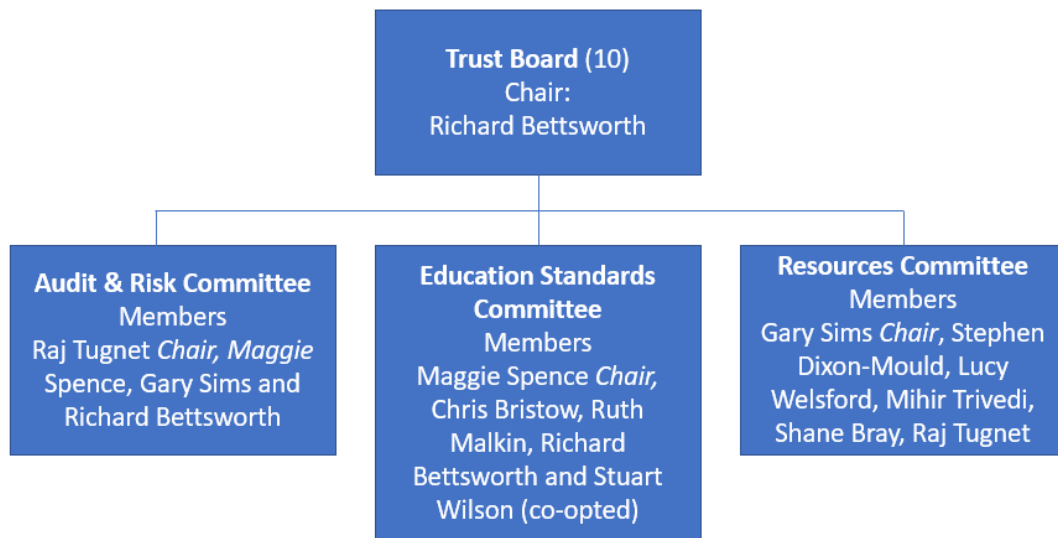
- Ethos & education specialist
- Appointed July 2021
- 4-year term of office
- Chair of the Education Standards Committee & Safeguarding lead

Appointing body: Trustees

Richard Bettsworth

- PR specialist
- Appointed September 2020
- 3-year term of office
- Chair of the Board of Trustees

Trust Board Structure and Committee Membership



Organisation of the Trust Board

- The Trust Board elect a Chair annually. The Chair of the Board is Richard Bettsworth.
- The Trust Board is supported by the Head of Governance, Marie Bannatyne.
- The full Board meets 5-6 times a year. Committees generally meet 3 times a year or as often as necessary.
- The Board is advised by the Trust Leader and members of the Central Executive Team.
- Trustees complete a register of their relevant personal and business interests, which is reviewed annually and published in summary on the Trust's website.
- Trustees complete a skills audit annually.
- Each trustee is linked to one or more school advisory board.
- Lead Trustees roles include:
 - Safeguarding and Residential : Maggie Spence
 - Estates/Health & Safety: Shane Bray
 - SEND: Chris Bristow

Board Committees

The work of the board is supported through 3 committees with delegated powers:

Audit & Risk Committee

The role of the Audit and Risk Committee is to have financial oversight and scrutiny of the Trust, ensuring good financial and risk management, effective internal controls and compliance with the Trust Funding Agreement, Academy Trust Handbook and Trust financial regulations. The Committee will provide assurance to the board on the adequacy of the trust's financial and other controls and management of risks.

Education Standards Committee

The role of the Education Standards Committee is to maintain an oversight of the Trust's strategy for curriculum, quality assurance and the standards and performance of all schools and phases within the Trust.

The Board have created a School Improvement Working Group to advise the Education Standards Committee on the progress of priority areas. The School Improvement Working Group will provide detailed scrutiny and monitoring of the Trust support for schools at risk of underperforming to ensure appropriate actions are taken to rapidly improve performance.

Resources Committee (People and Finance)

To provide the Board with assurance concerning all aspects of strategic workforce and organisational development. The Committee will maintain an oversight of the Trust's approach to remuneration, performance management, terms and conditions of employment and workforce related policy.

And

To provide the Board with financial oversight of the Trust, ensuring good financial management, effective internal controls and compliance with the Trust Funding Agreement, Academy Trust Handbook and Trust financial regulations.

Committee membership is agreed by the Board of Trustees annually. Each committee is made up of at least 3 Trustees and up to 2 co-opted members appointed for their skill and experience. Each committee generally meets three times a year prior to a main board meeting.

6. Senior Executive Team

The Board has appointed officers to act as the Senior Executive Team and act as agents on behalf of the Board. Current members include:

Paul Stone

- Trust Leader
- Accounting Officer

Chris Bruce

- Deputy Trust Leader
- Director of SEND

Steve Orton

- Chief Financial and Operating Officer
- Chief Financial Officer

David Briggs

- Director of Primary Education

Louise Barber

- Director of Operations

The Senior Executive Team are responsible for the day-to-day operation of the trust, identifying areas of development and formulating strategy to present to the Trust Board.

The Trust Leader has the delegated responsibility for the operation of the Trust, including the performance of the Trust's schools. As such, the Trust Leader is responsible for the performance management of the Deputy Trust Leader and Director of Primary who are responsible for the performance management of the Headteachers.

The Board have appointed the Trust Leader as the Accounting Officer, with overall responsibility for the operation of the Trust's financial responsibilities. The Trust Leader must ensure that the organisation is run with financial effectiveness, stability, and probity, avoiding waste and securing value for money.

The Board have appointed the Chief Financial and Operating Officer as the Chief Financial Officer.

The Executive Team have a role in the oversight of individual School Risk Registers, the Trust's 'tool' for the management and monitoring of strategic risk. See section on School Risk Registers.

7. Advisory Board

Each school has an Advisory Board which provides local governance on behalf of the Board of Trustees. With detailed local understanding and experience, the Advisory Board's focus is on challenging and supporting the quality of provision and educational outcomes for pupils at a school level.

The Advisory Board has a key role in influencing the development of the school, providing a forum for discussion of strategy and policy matters to ensure the education delivered meets the needs of children locally.

The Advisory Board also provides a mechanism for ensuring that the Trust is provided with independent and objective views from the local community.

Advisory Board responsibilities

The Advisory Board has a range of responsibilities which include:

- Supporting good governance of the school
- Safeguarding and promoting the values of the school, ensuring that the school continues to strongly demonstrate its distinctiveness
- Working in collaboration with the Headteacher to improve pupil achievement and well-being
- Maintaining a detailed understanding of the strengths and areas for development of the school
- Contributing to the development of strategic priorities to promote school improvement
- Regularly reviewing data on achievement, quality of teaching, behaviour, and safeguarding
- Regularly monitoring the risk register and escalating concerns to the trustees
- Providing the Trust Board with the views of the local community and advising on local issues and risks they need to consider that affect the school
- Recommending to the Trust Board any developments or amendments to policies and procedures
- Ensuring there is local adaptation/adoption of Trust-wide policies
- Supporting a culture of effective engagement with the school's key stakeholders e.g. parents/carers, pupils and staff
- Representing the school at Ofsted inspections
- [Kibworth CofE] to ensure a denominational inspection is carried out (SIAMS) and to help evidence the impact of the Christian vision on school performance

Advisory Board membership

The membership of the Advisory Board is made up of parents, staff and individuals from the community that could add value. The Advisory Board is typically made up of between 6 to 9 members comprising:

- Minimum of two elected parents
- Minimum two appointed community representative
- One elected staff representative
- The Headteacher
- [Kibworth CE] two foundation members

The skills, knowledge and experience members bring into the governance process is important in challenging the way their school operates, and how it anticipates and responds effectively to change. Efforts should be made to include individuals who reflect the diversity of the community served by the school.

Advisory Board meetings may also be attended by members of the Trust Board or Executive Team.

The Kibworth CofE school Advisory Board¹ also includes an additional two foundation members appointed by the Diocese of Leicester Educational Trust.

Advisory Board members serve a three-year term of office.

Advisory Board Committees

Foundation and Community Committee - Kibworth CofE

Kibworth CofE Advisory Board will operate a Foundation and Community Committee which will meet termly. The membership of this committee must include the foundation members appointed by the Diocese of Leicester Educational Trust. The role of the committee is to protect, promote and develop the Christian character and distinctiveness of the school in partnership with the church.

Additional Committees

The Trust acknowledges that from time to time an Advisory Board may require a committee/working party to look at specific issues. The formation of committees must be approved by the Trust.

AB Organisation

- The Advisory Board elects a Chair and Vice-Chair annually.
- The Advisory Board is clerked by the Trust Clerk.
- The Trust Clerk co-ordinates the agenda working with the Headteacher and AB Chair.
- The AB meets at least 4 times a year.
- The Advisory Board reports to the Board of Trustees through the chair's termly report.

¹ The Trust is required by the Articles of Association to appoint a 'Local Governing Body' for Kibworth CofE, this is referred to by the term Advisory Board in this strategy.

8. OFSTED

During an OFSTED inspection, the quality of governance will impact on the leadership and management judgement. As part of the inspection visit the lead inspector should meet with those responsible for governance functions, this includes the following:

- Chair of the AB or their representative
- Head of Governance
- Director of Primary Education for Primary Schools
- Deputy Trust Leader for SEND Schools

Appendix 2 provides an overview of the accountability arrangements within the governance structure.

9. School Risk Register

The School Risk Register is the Trust's 'tool' for the management and monitoring of strategic risk. Headteachers are responsible for identifying the key risks to the delivery of educational excellence for the school and the key controls in place to manage the risk.

Each school's risk register is reviewed at scheduled points during the year by the Director of Primary, Deputy Trust Leader and Trust Leader. Where the rate of improvement is insufficient a risk mitigation plan is created to secure rapid improvement.

The Advisory Board receives the risk register termly and is responsible for independent oversight. The Advisory Board will monitor and review progress and escalate concerns to the Trust Board or Executive Team through the Chairs report. Advisory Boards can recommend risks for inclusion in the risk register.

10. Sources of Assurance

The Trust Board typically gains its assurance from internal school, Trust and external sources which include but are not limited to:

Internal school	Trust	External
Policies and procedures	Policies and procedures	Ofsted Reports
School self-evaluation	School performance data	Trust Peer Review
Raising Achievement Plan	Trust Leader Report	Annual Accounts
Advisory Board minutes and chair reports	Peer Review	External Audit Reports
School Risk Register	Internal Audit	H&S Audits
Performance Management Review	Stakeholder Surveys	GDPR Audits
School performance data	Safeguarding Audit	
Complaints data	Minutes of Board meetings	
Budget reports	Website Compliance Reporting	
	Corporate Risk Register	
	Strategy documents	
	Budget and forecast reports	
	KPIs	

Appendix 1 – Principles for Effective Governance

1. **Strategic Leadership** that sets and champions vision, ethos, and strategy
 - 1a) Setting direction, 1b) culture, values, and ethos, 1c) Decision making, 1d) Collaborative working with stakeholders and partners, 1e) risk management
2. **Accountability** that drives up educational standards and financial performance.
 - 2a) Educational improvement, 2b) Rigorous analysis of data, 2c) Financial frameworks and accountability, 2d) Financial management and monitoring, 2e) Staffing and performance management, 2f) External accountability
3. **People** with the right skills, expertise, qualities, and capacity.
 - 3a) Building an effective team
4. **Structures** that reinforce clearly defined roles and responsibilities.
 - 4a) Roles and responsibilities
5. **Compliance** with statutory and contractual requirements.
 - 5a) Statutory and contractual requirements
6. **Evaluation** to monitor and improve the quality and impact of governance.
 - 6a) Managing self-review and personal skills, 6b) Managing and developing the board's effectiveness

Appendix 2: Accountability arrangements within the governance structure

Discovery Trust					
Governance Tier	Membership	Meetings	Responsibilities/Authorities	Reporting	References
Members	<ul style="list-style-type: none"> • Signatories to the memorandum • Chair of the Board 	AGM	<ul style="list-style-type: none"> • To appoint/remove Trustees • Receive financial statements and annual report • To change the Articles • To appoint external auditors 	N/A	Articles of Association
Trust Board Clerked by Head of Governance	<ul style="list-style-type: none"> • Up to 9 Trustees • Trust Leader is ex-officio but has no voting rights 	5-6	<ul style="list-style-type: none"> • Determine the vision and strategic priorities for the MAT and agreeing the policy framework • Ensure the quality of educational provision, overseeing standards and outcomes of academies • Monitoring the performance of the schools across the Trust • Ensuring appropriate governance and decision making • Overseeing the Trust's finances and property • Sign off company accounts and annual report • Performance management of the TRUST LEADER • Ensure that the Trust complies with all regulatory requirements (charity and company law Independent Schools Standards and the Funding Agreement) 	<p>Reports to Members at AGM on progress for the year and to present financial statements and annual report</p> <p>Accountable to Secretary of State for Education through the Education Funding Agency and Regional Schools Commissioner</p>	<p>Articles of Association</p> <p>Funding Agreement</p> <p>Terms of Reference</p>
Board Committees	<ul style="list-style-type: none"> • 3 to 5 Trustees • Up to 2 Co-opted members 	3 - 4	<ul style="list-style-type: none"> • Delegated decision-making power as determined by the Trust Board from time to time 	Reports back to the Trustees in advance of each Board meeting through	<p>Terms of Reference</p> <p>Scheme of Delegation</p>

Clerked by Head of Governance				approved minutes and reports	Minutes and reports
Advisory Board Clerked by Trust Clerk	Up to 6 members: <ul style="list-style-type: none"> • Headteacher • Elected Staff • 2 Elected Parents • 2 Community 	4	<ul style="list-style-type: none"> • Supporting good governance of the school • Safeguarding and promoting the values of the school, ensuring that the school continues to strongly demonstrate its distinctiveness • Working in collaboration with the Headteacher to improve pupil achievement and well-being • Maintaining a detailed understanding of the strengths and areas for development of the school • Contributing to the development of strategic priorities to promote school improvement • Regularly reviewing data on achievement, quality of teaching and behaviour and safety • Regularly monitoring the risk register and escalating concerns to the trustees • Providing the Trust Board with the views of the local community and advising on local issues and risks they need to consider that affect the school • Recommending to the Trust Board any developments or amendments to policies and procedures • Ensuring there is local adaptation/adoption of Trust-wide policies • Engagement with the school's key stakeholders e.g. parents/carers, pupils and staff 	Reports to the Board of Trustees through approved minutes and reports	Minutes AB Report Scheme of Delegation Terms of Reference

			<ul style="list-style-type: none">• [Kibworth CofE] to ensure a denominational inspection is carried out (SIAMS) and to help evidence the impact of the Christian vision on school performance		
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Appendix 3: Governance and accountability diagram

