

Appendix 1 - Proposed method and scope of a governance review of the Family of Schools

<p>Aim: To conduct a detailed review of governance across the Family of Schools, including governance documentation, policies, and practical application of the governance framework with a view to making recommendations to ensure and improve the quality of governance.</p>		
<p>Method:</p>		
1.	<p>A detailed review of all governance documentation and practice, including identifying any absence of documentation, to:</p> <ol style="list-style-type: none"> a. Review the effectiveness of the City Corporation's exercise of its governance responsibilities. b. Review the effectiveness of the academy trusts' governance. c. Review the effectiveness of the relationship between the City Corporation and the academy trusts. 	<p>Scope of documents includes:</p> <ul style="list-style-type: none"> • Articles of association • Sponsorship agreements with academy trusts. • Memoranda of understanding between academy trusts and co-sponsors as relevant • List (including terms and dates of appointment) of company members, directors/trustees and Local Governing Bodies (LGB) governors and available skills audits. • Terms of reference for Local Governing Bodies and other Committees. • Academy Trusts' Schemes of delegation • Appointment processes: Company Members, Directors and Trustees, Chairman of LGB Governors, LGB Governors. • Clarification reports to committees. • City of London Corporation Education Strategy and policy documents. • Best practice advice and guidance (including, DfE governance frameworks and associated codes of practice). • Support provided by the City Corporation to the academy trusts.
2.	<p>Identify the gaps and inconsistencies in and between the academy trusts' governance frameworks and the practical application.</p>	<p>Scope of governance frameworks and practice includes:</p> <ul style="list-style-type: none"> • Articles of association. • Sponsorship agreement. • Memoranda of understanding. • Frequency, length and clerking of governance meetings. • Terms of Office of governors (where unstated). • Appointment of governors, Chairmen of Governors, Trustees, Directors and Company Members. • Decision-making processes and record-keeping. • Compliance with governance arrangements.

3.	<p>Make recommendations for the City Corporation and/or the academy trusts to improve and ensure effective governance and best practice.</p>	<p>Scope of recommendations may include:</p> <ul style="list-style-type: none"> • Amendments and updates to documents and creation of new documents, including ensuring commonality of terms and language where possible. • Clarification of structures, roles and responsibilities in the governance frameworks. • Proposals for implementation of effective channels of engagement and communication which are integral effective governance, e.g. Annual General Meeting of Members and meetings between sponsors (and co-sponsors where relevant) and academy trusts. • Proposals for training requirements. • Proposals for the City Corporation's exercise of its appointment rights and processes.
4.	<p>Building on 3, embed understanding of different roles and offices in the governance structure.</p>	<p>Scope of roles includes:</p> <ul style="list-style-type: none"> • Company Members • Chairs of the Board of Directors/Trustees • Directors/Trustees • Chairs of LGBs and Committees • Members of LGBs and Committees • Clerks • Chief Executives • Senior Executive Staff (secretariat or academic) • Professional Advisers