Date: October 2026 **Review Date: September 2027**

By Brook Valley Academy Trust Scheme of Delegation

Purpose

The Board is responsible for:

1. Establishing a clear vision, ethos, and strategic direction.
2. Educational and staff performance.
3. Effective financial management and sustainability.

The school's Christian values of Friendship, Forgiveness, Honesty, and Hope underpin all aspects of governance and school life.

Principles of Delegation

Delegation shall:

- be exercised in accordance with the Academy Trust Handbook;
- operate within Board approved policies and budgets;
- be subject to regular reporting and oversight;
- remain revocable by the Board at any time;
- not prevent the Board from exercising any delegated function;
- be exercised in accordance with the Trust's conflict of interest requirements.

This Scheme of Delegation shall be reviewed at least annually by the Board of Trustees and whenever there is a significant change in governance structure, legislation, regulation, or Trust operations.

Definitions

For the purposes of this Scheme of Delegation:

- Board means the Board of Trustees.
- Trustees are the charitable trustees and company directors of the Trust.
- Academy means By Brook Valley Academy.
- Trust means By Brook Valley Academy Trust (a standalone single academy trust).

For the avoidance of doubt, the Board of Trustees is the governing body of the Trust and exercises all powers delegated by the Members and reserved under the Articles of Association

Governance Structure

Members

Members act as the custodians of the Trust's purpose and constitutional framework. Their responsibilities include:

- Amending the Articles of Association.
- Appointing and removing Members as permitted by the Articles.
- Holding the Board to account for delivering the Academy's objectives.
- Ensuring compliance with charity and company law.

Members shall exercise only those powers reserved to them under the Articles of Association, the Companies Act 2006 and charity law. Members do not participate in the day-to-day management of the Academy.

Board (Trustees/Directors)

The Board has overall responsibility for:

- Educational standards and outcomes.
- Strategic leadership and school improvement.
- Financial oversight and value for money.
- Risk management and compliance (including ensuring compliance with reporting obligations to DfE, Charity Commission, ICO and other regulators).
- Staffing structures and leadership accountability.
- Approval and review of key policies.

The Board meets at least four times per annum and receives reports from committees and the Headteacher**.**

Headteacher

The Headteacher is responsible for the day-to-day leadership and management of the school, including:

- Teaching and learning.
- School improvement planning.
- Staff leadership and performance.
- Safeguarding and pupil welfare.
- Maintaining and testing business continuity arrangements and reporting significant incidents to the Chair and Board.
- Ensuring compliance with data protection legislation; cyber security controls proportionate to risk; and reporting of significant cyber incidents to the Board.
- Acting as Accounting Officer, ensuring regularity, propriety, value for money and feasibility in the use of public funds and providing assurance to the Board on compliance with the Academy Trust Handbook.
- Promptly reporting significant incidents, fraud, safeguarding concerns, data breaches and other matters requiring regulatory notification to the Chair and Board.
- Implementing governor-approved policies.
- Reporting regularly to governors.

Emergency Decision-making

Where urgent decisions are required between meetings, the Chair and Headteacher may exercise delegated emergency authority in accordance with Board-approved procedures and shall report decisions to the next Board meeting.

Committee Structure

The Board delegates detailed monitoring and decision-making to three standing sub-committees. Committee and Board quorum requirements are set out in the Articles of Association and Committee Terms of Reference.

1. Curriculum, Teaching and Learning Committee (CT&L)

NB: For the academic year 2026/27 CT&L is conducting joint meetings with Foundation & Ethos Committee, to reduce the potential for duplication of effort. The approach is trialling alternate focussed meetings with clearly delineated agendas for each committee's areas of responsibility)

Purpose

To monitor educational standards and the effectiveness of teaching and learning.

Key Responsibilities

- Monitor pupil attainment, progress, and outcomes.
- Review teaching quality.
- Ensure a broad and balanced curriculum.
- Monitor SEND (including compliance with the Children and Families Act and SEND Code of Practice), inclusion, behaviour, and safeguarding impacts on learning.
- Review curriculum-related policies.
- Monitor School Improvement Action Plan priorities relating to teaching and learning.
- Report recommendations and concerns to the Board.

2. Finance, Premises, Staffing and HR Committee (FPS&HR)

NB: For the period September 2026 until February 2027 this committee's business will be conducted at Board/Full Governing Body meetings as a distinct agenda item/separate adjourned meeting pending recruitment of further governors.

Purpose

To oversee financial management, staffing, premises, and operational resources.

Key Responsibilities

- Recommend annual budgets.
- Monitor expenditure and financial performance.
- Monitor the level and adequacy of reserves.
- Ensure compliance with financial regulations.
- Oversee premises management, health and safety, and maintenance.
- Monitor staffing structures and workforce planning.
- Review staff wellbeing, absence, succession planning, and professional development.
- Review relevant finance, HR, and operational policies.
- Report recommendations and risks to the Board.

Audit Function

The committee also fulfils the Audit Committee role by:

- Reviewing financial controls and internal scrutiny arrangements.

- Approving and monitoring an annual programme of internal scrutiny proportionate to the Trust's size, complexity and risk profile that is independent and objective and provides assurance on governance, risk management, and control arrangements.
- Monitoring risk management processes.
- Reviewing audit findings and recommendations.
- Ensuring fraud prevention and proper governance arrangements.
- Providing assurance to the Board on financial compliance and value for money.

The Committee shall review:

- annual risk appetite;
- fraud, bribery, and corruption controls;
- cyber security assurance;
- business continuity arrangements;
- procurement compliance;
- assurances supporting the Accounting Officer's regularity responsibilities.

3. Foundation and Ethos Committee (F&E)

NB: For the academic year 2026/27 F&E is conducting joint meetings with CT&L, trialling alternate focussed meetings with clearly delineated agendas for each committee's areas of responsibility)

Purpose

To preserve and promote the school's Christian distinctiveness and ethos.

Key Responsibilities

- Monitor Christian values across school life.
- Oversee collective worship and religious education.
- Monitor safeguarding from an ethos perspective.
- Promote inclusion, equality, and community engagement.
- Support SIAMS readiness and improvement.
- Ensure the school's Christian foundation is reflected in policy and practice.
- Review relevant ethos and safeguarding policies.
- Report findings and recommendations to the Board.

Delegated Authority Principles

All committees:

- Operate within terms of reference approved by the Board.
- Meet as frequently as the Board deems necessary and report to the Board.
- May make delegated decisions within their remit except where matters are expressly reserved to the Board, Members, or required by law or the Funding Agreement to be exercised by the Board.
- Refer strategic or significant matters to the Board.
- Review their effectiveness and terms of reference annually.

Key Governance Principles

The Academy's governance framework is based upon:

- Strategic leadership.
- Accountability.
- Financial stewardship.
- Compliance with legal and regulatory requirements.
- Effective risk management.
- Continuous evaluation and improvement.
- Partnership working between governors, leaders, and the wider school community.

Board Assurance Responsibilities

The Board retains ultimate accountability for all aspects of the Trust's operation, irrespective of any delegation of authority. The Board shall receive sufficient information, assurance, and scrutiny to enable it to discharge its statutory, regulatory, fiduciary, and charitable responsibilities.

The Board shall receive regular assurance regarding:

Safeguarding

- The effectiveness of safeguarding arrangements and compliance with statutory guidance.
- The activities and effectiveness of the Designated Safeguarding Lead and safeguarding team.
- Safeguarding training compliance for trustees, staff, and volunteers.
- Safeguarding audits, reviews, inspections, and action plans.

- Significant safeguarding incidents, allegations, and lessons learned.
- The effectiveness of safer recruitment arrangements.

Educational Performance

- Pupil attainment, progress, and outcomes.
- Curriculum effectiveness and quality of education.
- Attendance, behaviour, suspensions, and exclusions.
- SEND provision and statutory compliance.
- Outcomes for disadvantaged, vulnerable, and protected groups.
- Progress against School Improvement Plan priorities.

Finance, Audit and Internal Control

- Financial performance against budget.
- Financial sustainability and reserves.
- Management accounts and key financial indicators.
- Effectiveness of internal controls.
- Internal scrutiny findings and recommendations.
- Regularity, propriety, and value-for-money assurance.
- Fraud prevention arrangements and any suspected or actual irregularities.

Risk Management

- Strategic and operational risks facing the Trust.
- Maintenance and review of the risk register.
- The Trust's risk appetite and risk management framework.
- Emerging risks and mitigating actions.
- Assurance regarding compliance with regulatory requirements.

Cyber Security and Data Protection

- Cyber security risks and resilience arrangements.
- Compliance with data protection legislation.
- Cyber incidents, data breaches, and lessons learned.
- Implementation of cyber security controls proportionate to risk.
- Business-critical information security arrangements.

Health, Safety and Estates

- Compliance with health and safety legislation.
- Premises condition, suitability, and maintenance.
- Estate strategy and capital investment priorities.
- Significant health and safety incidents and investigations.
- Statutory inspections, certifications, and compliance monitoring.

Staffing and Leadership

- Workforce planning and staffing capacity.
- Leadership succession planning.
- Staff wellbeing, absence, and retention.
- Executive performance management.
- Professional development and training.
- Remuneration decisions within Board oversight responsibilities.

Ethos, Culture and Equality

- Promotion of the Trust's vision, values, and Christian distinctiveness.
- Equality, diversity and inclusion objectives and outcomes.
- Community, church, and stakeholder engagement.
- SIAMS readiness and school ethos development.

Complaints, Whistleblowing and Governance

- Complaint trends, outcomes, and lessons learned.
- Whistleblowing activity and resulting actions.
- Governance effectiveness and trustee development.
- Conflicts of interest compliance.
- Constitutional, charity, company, and funding agreement compliance.

Business Continuity and Emergency Planning

- Business continuity and disaster recovery arrangements.
- Testing of continuity plans and emergency procedures.
- Significant incidents affecting Trust operations.
- Recovery actions and organisational resilience.

Annual Assurance

The Board shall receive and record annual assurance reports covering, as a minimum:

- Safeguarding;
- Special Educational Needs and Disabilities (SEND);
- Financial management and regularity;
- Internal scrutiny and audit;
- Risk management;
- Health and safety;
- Cyber security and data protection;
- Complaints and whistleblowing;
- Governance effectiveness;
- Equality objectives and statutory compliance; and
- Business continuity and organisational resilience.

The Board shall use these assurances to determine whether it has sufficient evidence that the Trust is operating effectively, lawfully, ethically and in accordance with its charitable objectives and funding obligations.

Conflicts of Interest

All Members, Trustees, Committee Members and Staff exercising delegated authority shall declare actual, potential, or perceived conflicts of interest.

Individuals with a conflict shall withdraw from discussion and decision-making unless authorised under the Trust's Conflicts of Interest Policy.

The Governance Professional shall maintain the Register of Interests and report compliance annually.

Delegation Summary Table

Area	Board	Committees	Headteacher
Vision & Strategy	Sets vision, ethos, strategic direction and approves school improvement priorities.	Monitor delivery within delegated areas and provide recommendations.	Implements strategy through day-to-day leadership and management.

Area	Board	Committees	Headteacher
Educational Standards	Holds leaders to account for pupil outcomes and educational performance.	Curriculum, Teaching & Learning Committee monitors attainment, progress, curriculum quality, and teaching standards.	Leads teaching, learning, assessment, and curriculum delivery.
School Improvement	Approves and monitors School Improvement Action Plan (SIAP).	Monitor progress against relevant SIAP priorities.	Leads self-evaluation and delivers school improvement priorities.
Finance	Approves budget and provides strategic financial oversight The Board reserves authority for approval and oversight of all Related Party Transactions. The Accounting Officer shall ensure compliance with Trust Handbook requirements and obtain any necessary approvals before commitments are entered into.	FPS&HR monitors expenditure, financial controls, value for money and budget performance.	Manages delegated budget and resources within approved limits.
Audit & Risk	Receives assurance on financial controls and risk management.	FPS&HR Committee acts as Audit Committee, overseeing internal scrutiny, audit findings, fraud prevention, and risk management.	Maintains operational controls and reports risks to governors.
Staffing & HR	Approves staffing structure and holds	FPS&HR Committee monitors staffing, wellbeing, absence, CPD, succession planning and	Manages staff recruitment, deployment,

Area	Board	Committees	Headteacher
	leaders accountable for workforce performance.	performance management.	development, and performance.
Premises & Health and Safety	Ensures suitable resources and safe premises.	FPS&HR Committee monitors premises maintenance, compliance, and health & safety arrangements.	Oversees day-to-day implementation of premises and H&S requirements.
Policies	Approves statutory and key strategic policies.	Reviews policies within committee remit and recommends approval.	Implements approved policies.
Safeguarding	Maintains strategic oversight and accountability. Appoints a designated safeguarding trustee (and ensures that safeguarding assurance activities are reported regularly to the Board)	Curriculum and Foundation & Ethos Committees monitors safeguarding effectiveness.	Leads safeguarding arrangements and operational compliance.
Ethos & Christian Distinctiveness	Safeguards the school's Christian character and values.	Foundation & Ethos Committee monitors Christian values, collective worship, World Views/ SIAMS and community links.	Embeds ethos and values throughout school life.

Committee Delegation Summary

Committee	Delegated Responsibilities
Curriculum, Teaching & Learning (CTL)	Pupil achievement and progress; quality of teaching; curriculum; SEND; inclusion; behaviour; assessment; monitoring curriculum-related policies.
FPS&HR	Budget monitoring; financial controls; premises; health & safety; staffing; wellbeing; CPD; workforce planning; audit and risk management; operational policies.

Committee	Delegated Responsibilities
Foundation & Ethos (F&E)	Christian distinctiveness; collective worship; RE oversight; safeguarding monitoring; community engagement; SIAMS readiness; ethos-related policies.

Reserved Matters

The following remain with the **Board**:

- Approval of strategic priorities and vision.
- Budget approval and financial sustainability.
- Approval of:
    - key statutory policies (including pay policy);
    - risk register;
    - trust strategic plan;
    - annual safeguarding review;
    - admission arrangements;
    - PAN changes;
    - material litigation;
    - school closure proposals or significant structural change;
    - acquisition or disposal of land interests;
    - borrowing applications and DfE consent requests;
    - whistleblowing outcomes involving senior leaders.
- Oversight of educational performance and safeguarding.
- Annual review of compliance with Equality Act duties and approval of equality objectives.
- Approval of remuneration arrangements for the Headteacher and governance professional and any senior leader whose remuneration falls within Board oversight requirements.
- Annual scrutiny of executive pay decisions for propriety, value for money and public confidence.
- Approval of procurement thresholds and tendering requirements through Financial Regulations (and all procurement activity shall demonstrate value for money; fairness; transparency; and management of conflicts of interest);
- Appointment of Chair, Vice-Chair and Governance Professional.

- Constitution, membership, and annual review of committees.
- Appointment of a Designated Safeguarding Trustee.
- Receipt of reports concerning serious safeguarding incidents, allegations against staff and safeguarding audits where appropriate.
- Receipt of annual safeguarding assurance including trustee safeguarding training compliance and effectiveness of safeguarding arrangements against Keeping Children Safe in Education requirements.
- Annual review of SEND provision, outcomes, and statutory compliance.
- Approval and periodic review of trustee skills, succession planning, and governance effectiveness.
- Annual review of cyber security risk, cyber incident reporting, and cyber resilience arrangements.
- Appointment of a Data Protection Officer (where required by law).
- Receipt of reports relating to significant personal data breaches.
- Annual assurance regarding UK GDPR compliance.
- Receipt of annual health and safety assurance report including statutory compliance, significant incidents, and premises risks.
- Receipt of assurance on audit, risk, and compliance.

APPENDIX A

Governance RACI Matrix

A1. Purpose

This Governance RACI Matrix forms part of the Scheme of Delegation and clarifies accountability, responsibility, consultation, and reporting arrangements across the governance structure of By Brook Valley Academy Trust.

A2. RACI Definitions

Code	Definition
R	Responsible: undertakes the activity or delivers the outcome
A	Accountable: ultimate decision-making authority
C	Consulted: provides advice, challenge, scrutiny, or recommendations
I	Informed: receives information, reports, or outcomes

A3. Role Definitions

Abbreviation	Role
M	Members
BT	Board of Trustees
GP	Governance Professional
CTL	Curriculum, Teaching and Learning Committee
FPS&HR	Finance, Premises, Staffing and Human Resources Committee (including Audit and Risk functions)
F&E	Foundation and Ethos Committee
HT/AO	Headteacher and Accounting Officer

A4. Strategic Leadership and School Improvement

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Trust vision, values, and strategic direction	I	A	I	C	C	C	R
Christian character and ethos	I	A	I	I	I	C	R
Approval of School Improvement Plan	I	A	I	C	I	I	R
Implementation of School Improvement Plan	I	C	I	C	I	I	A/R
Stakeholder, churchh, and community engagement	I	A	I	I	I	C	R
SIAMS readiness and Church school development	I	A	I	I	I	C	R

A5. Quality of Education, Inclusion and Pupil Outcomes

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Educational standards and pupil outcomes	I	A	I	C	I	I	R
Curriculum design, delivery, and effectiveness	I	A	I	C	I	C	R
Quality of teaching and learning	I	A	I	C	I	I	R
SEND, inclusion and vulnerable learners oversight	I	A	I	C	I	I	R
Pupil Premium strategy and impact	I	A	I	C	I	I	R
Equality, diversity, and inclusion	I	A	I	C	I	I	R
Attendance, behaviour, and exclusions	I	A	I	C	I	I	R
Admissions policy	I	A	I	C	I	C	R
Admissions implementation	I	C	I	I	I	I	A/R
Suspensions and permanent exclusions	I	A	I	C	I	I	R
Religious education	I	A	I	C	I	C	R

Collective worship	I	A	I	I	I	C	R

A6. Safeguarding

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Safeguarding strategy and oversight	I	A	I	C	C	C	R
Safeguarding operational compliance	I	A	I	C	C	I	R

A7. Staffing and Leadership

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Appointment of Headteacher	I	A	C	C	C	I	I
Appraisal of Headteacher	I	A	C	C	C	I	I
Headteacher remuneration and pay decisions	I	A	C	I	C	I	I
Annual executive pay assurance review	I	A	I	I	C	I	I
Staffing structure	I	A	I	I	C	I	R
Workforce planning and succession planning	I	A	I	I	C	I	R
Staff wellbeing	I	A	I	I	C	I	R
Professional development strategy	I	A	I	C	C	I	R
Recruitment of staff (excluding Headteacher and Governance Professional)	I	I	I	I	C	I	A/R

A8. Finance, Audit and Risk

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Annual budget approval	I	A	I	I	C	I	R
Budget monitoring	I	A	I	I	C	I	R
Financial sustainability and going concern assessment	I	A	I	I	C	I	R

Financial management	I	A	I	I	C	I	R
Financial Regulations	I	A	C	I	C	I	R
Management accounts review	I	A	I	I	C	I	R
Value for money	I	A	I	I	C	I	R
Procurement strategy and compliance	I	A	I	I	C	I	R
Internal controls	I	A	I	I	C	I	R
Internal control assurance	I	A	I	I	C	I	R
Internal scrutiny programme	I	A	I	I	C	I	R
Audit findings and recommendations	I	A	I	I	C	I	R
Risk register	I	A	I	I	C	I	R
Operational risk management	I	C	I	I	C	I	A/R
Fraud prevention and irregularity reporting	I	A	I	I	C	I	R
Related party transaction oversight	I	A	C	I	C	I	R
Accounting Officer responsibilities	I	A	I	I	C	I	R
Financial regularity and propriety	I	A	I	I	C	I	R
Cyber security and data protection	I	A	I	I	C	I	R
Whistleblowing arrangements	I	A	I	I	C	I	R

A9. Estates, Health, and Safety

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Health and safety compliance	I	A	I	I	C	I	R
Estate and premises management (including oversight of estate strategy, sustainability, and long-term asset management)	I	A	I	I	C	I	R
Capital projects and major maintenance	I	A	I	I	C	I	R
Business continuity and emergency decision-making	I	A	I	I	C	I	R

A10. Governance and Compliance

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Approval of statutory policies	I	A	C	C	C	C	R
Approval of operational policies	I	A	I	C	C	C	R
Complaints Policy	I	A	C	C	C	I	R
Complaints procedure review and effectiveness monitoring	I	A	R (admin and procedural support only)	I	C	I	C
Monitoring complaint themes, trends, and lessons learned	I	A	R	C	C	C	C
Stage 1 and Stage 2 complaint investigation and resolution (except complaints about the Headteacher, Chair or Trustees)	I	I	I	I	I	I	A/R
Reporting complaint outcomes and emerging risks	I	A	I	I	C	I	R
Establishment of complaint review panels	I	A	R	I	I	I	I
Administration of complaint review panel hearings	I	A	R	I	I	I	C
Complaint review panel hearing and determination	I	A	C	C	C	C	I
Monitoring implementation of complaint panel recommendations (BT A (overall system) and Complaint Panel R/Delegated Decision Maker)	I	A	R	I	C	I	C
Review of serial, persistent or unreasonable complaints	I	A	R	I	C	I	C
Governance structure and committee terms of reference	I	A	R	I	I	I	I
Governance self-evaluation	I	A	R	C	C	C	C

Compliance with constitutional, regulatory, and funding requirements	I	A	C	I	C	I	R
Publication of statutory financial and governance information	I	A	R	I	C	I	C
Delegation of operational management and leadership	I	A	I	I	I	I	R
Day-to-day management of the Academy	I	C	I	I	I	I	A/R
Implementation of Board decisions and policies	I	C	I	I	I	I	A/R

A11. Constitutional Governance

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Appointment and removal of Trustees	A (as set out in articles of association)	I	R (admin only)	I	I	I	I
Appointment and removal of Members	A	I	R	I	I	I	I
Amendment of Articles of Association	A	C	R	I	I	I	I
Appointment of Chair and Vice-Chair	I	A	C	I	I	I	I
Annual Report	I	A	C	I	C	I	R
Annual Accounts	I	A	C	I	C	I	R

A12. Governance Professional Responsibilities

Responsibility	M	BT	GP	CTL	FPS&HR	F&E	HT/AO
Governance advice and procedural compliance	I	A	R	I	I	I	I
Board and committee administration	I	A	R	I	I	I	C
Governance records (admin and procedural support only)	I	A	R	I	I	I	I
Statutory registers	I	A	R	I	I	I	I

Register of interests administration	I	A	R	I	C	I	C
Constitutional compliance administration (admin and procedural support only)	I	A	R	I	I	I	C
Governance policy administration	I	A	R	I	I	I	C
Trustee induction and development	I	A	R	I	I	I	C
Assessment of trustee financial expertise and training needs	I	A	R	I	C	I	C
Publication of governance information	I	A	R	I	I	I	C
Agendas, minutes, and action tracking	I	A	R	I	I	I	C
Monitoring trustee attendance and terms of office	I	A	R	I	I	I	I
Administration of Members' meetings and resolutions	I	A	R	I	I	I	I
Governance disclosures and declarations	I	A	R	I	C	I	C

A13. Complaints Governance Note

Complaint Review Panels are appointed by and act on behalf of the Board of Trustees under delegated authority.

The Board retains overall accountability for the effectiveness, fairness, and legal compliance of the Trust's complaints arrangements (including monitoring themes arising from complaints and ensuring lessons learned are incorporated into policy and operational improvement).

The Governance Professional administers Complaint Review Panels, advises on procedure, and maintains complaint records.

Where a complaint concerns the Headteacher, Chair of Trustees, a Trustee, a Committee Chair or a Member, alternative arrangements shall be implemented in accordance with the Complaints Policy to ensure independence and procedural fairness.

A14. Governance Accountability Statement

The Board of Trustees retains ultimate accountability for all Trust functions, whether exercised directly or through delegated authority.

Delegation does not remove accountability from the Board.

Committees provide scrutiny, challenge, assurance, and recommendations within their delegated remit.

The Headteacher, acting as Accounting Officer, is responsible for the day-to-day leadership and management of the Academy and for ensuring regularity, propriety, and value for money.

The Governance Professional provides independent governance advice and administrative support and does not participate in governance decision-making. The Governance Professional's responsibility is administrative and advisory only and governance responsibility remains with Trustees.

Members retain those powers reserved to them by the Articles of Association, company law and charity law and hold the Board of Trustees to account for effective governance.