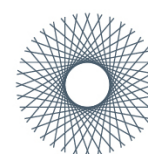


Governance 2019/20



AGORA
LEARNING
PARTNERSHIP

A summary of purposes and responsibilities

The Trustees and Governors should organise a range of activities to:

Trust Board – Trustees	AGB – Governors
<p>Accountable to: Members and the RSC Reports to: Members and the RSC Responsible for: standards and compliance across the Trust</p>	<p>Accountable to: Trust Board Reports to: CEO Responsible for: standards and compliance at the academy</p>
<p><i>Vision and values</i></p> <ul style="list-style-type: none"> ▪ Determine Trust vision and values <p><i>Strategy</i></p> <ul style="list-style-type: none"> ▪ Understand the Trust’s strengths and areas for development ▪ Approve a 3-5 year strategic plan ▪ Appoint the CEO and Company Secretary ▪ Appoint the headteacher of each academy ▪ Agree Scheme of Delegation annually and ensure it is adhered to ▪ Approve Trust-wide policies, including reserves, pay and appraisal, admissions arrangements and curriculum priorities ▪ Understand the views of stakeholders including AGBs, parents and academy leaders ▪ Approve Trust wide and individual academy budgets ▪ Set equality targets for the Trust ▪ Promote collaboration between academies ▪ Review effectiveness of the Board <p><i>Risk and compliance</i></p> <ul style="list-style-type: none"> ▪ Agree Trust-wide risks and the plans to mitigate them ▪ Monitor the Exec’s actions to be compliant with the AFH, funding agreement and law (inc. data protection and safeguarding) ▪ Monitor the Trust’s plans to ensure that academies and the Trust itself meet the expectations of the current Ofsted framework ▪ Approve all new academy joiners ▪ Ensure the that the skill set necessary for effective Trust governance is in place <p><i>Support and Challenge</i></p> <ul style="list-style-type: none"> ▪ Act as critical friend to the Executive ▪ Performance appraise the CEO 	<p><i>Vision and values</i></p> <ul style="list-style-type: none"> ▪ Determine a vision and ethos within Trust values which maintains the distinctive character of the academy <p><i>Strategy</i></p> <ul style="list-style-type: none"> ▪ Understand the academy’s strengths and areas for development and approve a self-review statement (SEF) ▪ Approve the academy improvement plan (AIP) ▪ Support the CEO to recruit a headteacher when the post becomes vacant ▪ Adopt and monitor Trust wide policies at local level and approve local school policies ▪ Determine intent and implementation of the academy’s curriculum within Trust parameters ▪ Understand the views of local stakeholders including parents and staff of the academy ▪ Recommend an annual and 3 year budget that meets the aspirations of the AIP ▪ Approve plans for the use of discretionary budgets: PPG, Sports Premium and a capital programme ▪ Manage admissions and exclusions according to Trust policy ▪ Set equality targets for the academy ▪ Promote collaboration with the other academies ▪ Review effectiveness of the AGB <p><i>Risk and compliance</i></p> <ul style="list-style-type: none"> ▪ Agree specific academy risks and the plans to mitigate them ▪ Monitor leaders’ actions to be compliant with the AFH, funding agreement, law and accounting processes (inc. HR, data protection and safeguarding) ▪ Ensure adherence to the Trust’s Scheme of Delegation and Finance Manual for Academies

<ul style="list-style-type: none"> ▪ Review progress in the delivery of the strategic plan and monitor its impact ▪ Ensure that Exec leaders consider the workload and wellbeing of staff at each level of the Trust ▪ Oversee any significant capital expenditure and building projects 	<ul style="list-style-type: none"> ▪ Monitor the academy’s plans to meet the expectations of the current Ofsted Framework <p><i>Support and challenge</i></p> <ul style="list-style-type: none"> ▪ Act as critical friend to academy leaders and contribute to the performance appraisal of the academy headteacher ▪ Challenge leaders about variances against budget and projected outturn <i>at least</i> termly ▪ Challenge leaders about progress in the AIP and its impact (including outcomes across the year <i>and</i> in external tests) ▪ support the CEO and headteacher to achieve an appropriate staffing structure for the academy ▪ ensure the QA of teaching and learning, the curriculum and inclusion is monitored ▪ Ensure that academy leaders consider the workload and wellbeing of staff at each level of the academy
---	--

A summary of purposes and responsibilities

Leaders in the Trust should organise a range of activities to:

MAT Executive Officers	Academy Headteachers
<p>Accountable to: Trust Board (CEO to Parliament and ESFA for Finance) Reports to: Trust Board and RSC Responsible for: standards and compliance across the Trust</p>	<p>Accountable to: AGB and Executive Reports to: Executive Responsible for: standards and compliance within the academy</p>
<p><i>Strategy</i></p> <ul style="list-style-type: none"> ▪ Develop a strategic Trust plan ▪ Construct an annual Trust budget and 3 year financial plan ▪ Develop plans to meet the expectations of the current Ofsted Framework ▪ Identify key Trust-wide risks <p>Lead the recruitment process when a headship vacancy arises and make a recommendation to the Trustees if there is a suitable applicant</p> <p><i>Management</i></p> <ul style="list-style-type: none"> ▪ Comply with statutory obligations and mitigate key risks to the Trust ▪ Ensure that Trust policies are written and implemented ▪ Implement Board decisions and develop the agreed vision to: <ul style="list-style-type: none"> ▪ Create a culture of safeguarding across the Trust ▪ Ensure excellent opportunities for staff, children and the community ▪ Develop strategies that address the workload and wellbeing of staff at each level of the Trust ▪ Organise local governance arrangements and ensure the necessary skills sets are available ▪ Recruit and appraise suitably qualified leaders for the Trust and each academy ▪ Communicate with academy leaders, AGB, staff and the wider community (inc DfE, EFSA etc.) networking widely in the interests of the Trust ▪ Generate additional income and organise joint procurement ensuring best value ▪ Analyse monthly management accounts and take action with Academy Headteachers to operate within agreed budgets ▪ Formulate capital bids and monitor delivery ▪ Support academies in preparing for inspection and meeting the expectations of the current Ofsted framework ▪ Monitor the effectiveness of the leaders and the AGB and take action where necessary 	<p><i>Strategy</i></p> <ul style="list-style-type: none"> ▪ Develop an academy improvement plan ▪ Devise an appropriate curriculum (intent and implementation) and associated staffing structure ▪ Construct an annual academy budget and 3 year financial plan <p>Identify key risks to the academy</p> <p><i>Management</i></p> <ul style="list-style-type: none"> ▪ Comply with statutory obligations and mitigate key risks to the academy ▪ Ensure implementation of Trust and local academy policies in the school ▪ Implement Trust and AGB decisions and develop the agreed vision in the academy to: <ul style="list-style-type: none"> ▪ Create a culture of safeguarding ▪ Ensure excellent opportunities and standards of pupil behaviour and engagement ▪ Recruit and appraise a suitably qualified staff team ▪ Implement strategies that address the workload and wellbeing of staff at the academy ▪ Communicate with staff, parents and the community and network widely in the best interests of the academy ▪ Operate within the agreed academy budget and generate additional income ▪ Manage local capital projects ▪ Maintain accurate self-evaluation records, including the academy SEF ▪ Prepare the academy for inspection and take action to meet the expectations of the current Ofsted framework ▪ Deliver the curriculum intent and monitor the impact of its implementation on engagement, behaviour and outcomes ▪ Manage the academy’s activities on a day to day basis

MAT Executive Officers	Academy Headteachers
<ul style="list-style-type: none"> ▪ Support academies in developing budgets and associated curriculum organisation and staffing ▪ Advise the headteacher and AGB on the suitability and accuracy of the SEF and AIP ▪ Ensure the Trust’s financial processes are compliant with the AFH and SoD ▪ Manage the Trust’s activities on a day-to-day basis <p><i>Reporting</i></p> <ul style="list-style-type: none"> ▪ Prepare papers, data and analysis for the Board ▪ Maintain a trust-wide risk register ▪ Contact the AGB <i>by exception</i> on matters of concern regarding: outcomes; provision; finance; regularity; and safeguarding 	<p><i>Reporting</i></p> <ul style="list-style-type: none"> ▪ Prepare papers, data and analysis for the AGB and Executive ▪ Maintain an academy risk register