

Governance 2022/23



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) ▪ Monitor the Exec’s actions to be compliant with all safeguarding regulations and to promote a safeguarding culture across the whole Trust ▪ 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>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"> ▪ Champion the Trust’s vision and values and monitor how the academy fulfils the vision and ethos of the Trust ▪ Understand the academy’s strengths and areas for development and approve a self-review statement (SEF) ▪ Contribute to developing and approve the academy improvement plan (AIP) and ensure it reflects the Trust’s priorities ▪ 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 ▪ Seek and understand the views of local stakeholders including pupils, parents and staff of the academy and develop effective links with the local community ▪ 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 ▪ Ensure the academy actively promotes diversity, equity and inclusion and the AGB sets equality targets in line with Trust targets ▪ Promote collaboration with the other academies ▪ Review effectiveness of the AGB

<p><i>Support and Challenge</i></p> <ul style="list-style-type: none"> ▪ Act as critical friend to the Executive ▪ Performance appraise the CEO ▪ 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 	<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 Academy Trust Handbook (DfE), funding agreement, law and accounting processes (inc. HR and data protection) ▪ monitor academy leaders' compliance with all safeguarding regulations (including the single central record) and promotion of a safeguarding culture across the school community ▪ Ensure adherence to the Trust's Scheme of Delegation and Finance Manual for Academies ▪ Monitor the academy's plans to meet the expectations of the current Ofsted Framework <p><i>Educational standards and outcomes</i></p> <ul style="list-style-type: none"> ▪ Determine the intent and implementation of the academy's curriculum in the local context, within the Trust's expectations re Primary National Curriculum (including the personal development and emotional health and wellbeing of the pupils) ▪ Set local academy expectations and performance targets and benchmark them against national key performance indicators for educational standards; monitor progress and provide ▪ Ensure regular analysis and reporting of a wide range of performance data and that any mitigating actions are implemented with pace (including attendance and exclusions) ▪ Ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice, taking into account Trust and external reports <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 ▪ Contribute to the performance appraisal of the academy headteacher, supporting the CEO/AIL to set challenging performance targets. Conduct a mid-year review of progress against the targets and provide a written report to the CEO ▪ Ensure that the academy SLT carry out performance management of academy staff
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	<p>according to the Trust’s Pay and Appraisal policy</p> <ul style="list-style-type: none"> ▪ 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 and support the headteacher in compliant recruitment processes ▪ 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
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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 ▪ Lead the recruitment process when a headship vacancy arises and make a recommendation to the Trustees if there is a suitable applicant <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 ▪ Identify key risks to the academy <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