

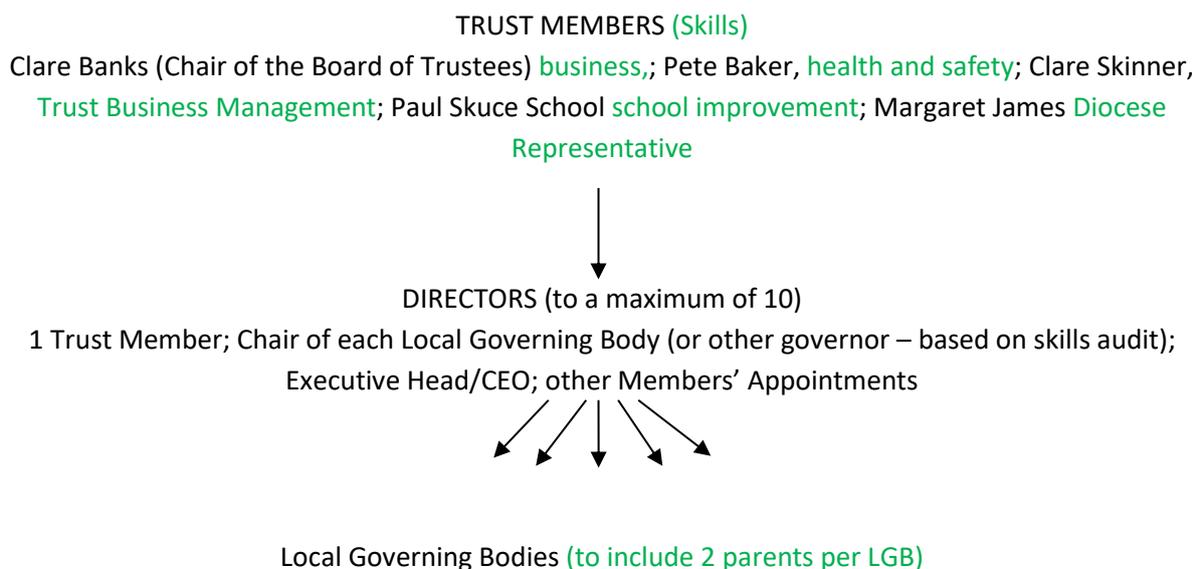
ENDEAVOUR SCHOOLS TRUST

Governance Structure

Updated May 2020

Preamble

The Trust fully recognises that in order to remain “fit for purpose” in a changing context of growth that the current systems will need to be amended. A complete MAT growth audit will inform this process.



This document sets out to explain the intended / draft working systems and procedures of the Trust, its Local Governing Bodies and the devolved responsibility for the Executive Head/CEO and Head Teachers. As the Trust grows, this will be reviewed and revised in order to ensure that structures remain fit for purpose within a changing context

The following information, sets out the responsibilities of each element of strategic leadership from the Trust to the Senior Leadership Team. The schemes of delegation provides further detail.

The Trust (Members)

Meet formally at least once a year to receive the annual report. All formal meetings are clerked and minuted, agreed and signed.

Members are responsible for appointing Trustees (otherwise known as Directors); and for any changes to the articles of association and appointment of Members.

In addition to this annual meeting, Members meet informally with the EHT / CEO on at least a termly basis to receive updates on progress against key performance indicators (e.g. Growth of the MAT).

Trustees (Otherwise known as Directors)

Directors meet at least once a term. All meetings are clerked and minuted, agreed and signed. At least termly Directors receive reports from:

- Local Governing Bodies on the key progress indicators on the Strategic Plan in relation to their schools

- Finance and buildings reports from the Business Manager; also policy changes under her remit such as Finance, charging and remissions
 - Responsible Officer reports
 - Inclusion managers on the use of pupil premium and its impact
 - PE coordinators on the use of Sports Funding and its impact
 - Any pertinent reports or feedback from Safeguarding and Health and Safety Governors
 - Via the Executive Head/CEO report – Headteachers’ reports on staffing and performance management; progress data
 - Via the Executive Head/CEO report – Headteachers’ reports on policy changes such as admissions, sex education, Health and Safety, Child safeguarding across the Trust
- They are responsible for appointing the Chair of each LGB on an annual basis.
 - They perform Pay committee duties (Autumn Term) and deal with Personnel issues.
 - They also perform the Finance Committee duties for the Multi Academy Trust utilising The Chair’s knowledge and skills (through her background as an accountant / business woman).
 - Directors request information and action from the Local Governing Bodies, holding them to account for the quality of curriculum, provision and standards; these being the core duties of these bodies.
 - They also expect members of the Local Governing Bodies to ensure that PE and Pupil Premium funding are being utilised to raise standards; furthermore they charge the LGBs to oversee inclusive and child safeguarding practices, feeding back any points of note or concern through the Chairs to the Trustees.
 - Fundamentally, the Trust discuss and agree the strategic vision and direction of the MAT moving forward, charging the Executive Head/CEO with whatever actions are needed to realise the vision

Chair of Trustees monthly meetings with Executive Head/CEO (and when appropriate members of the executive leadership team; EHT, HTs and Business Manager)

- Performance and standards
- ELT wellbeing
- Update on issues from Local Governing Bodies
- Significant issues at strategic level
- Liaison across Academies and wider community
- Budget and business matters
- Vision and values of the Trust

Monthly (or more regularly as circumstances dictate) Executive Leadership Team meetings

- Issues arising at operational level – incl staffing matters
- Strategic vision and direction – actions and feedback
- Cross school and partnership working
- Performance and standards
- Safeguarding / health and safety issues

Chair of Local Governing Body monthly meetings with Headteacher

- Progress on standards and results of monitoring/ evaluations (i.e. how we know)
- Significant issues affecting the school and what is being done about this

- Staffing wellbeing / Issues
- Community feedback
- Policies (such as curriculum)
- Communications
- Discuss and agree items for governing body agenda meetings

Local Governing Body

Governing bodies meet at least half termly. General business items on a termly basis include:

- Educational standards
- Quality of provision
- Health and Safety
- Child Safeguarding
- Behaviour/ Pupil wellbeing
- Attendance
- Inclusion and its impact on individuals and groups including pupil premium
- Impact of sports funding
- Subject reports
- Staff training (Continuing Personal Development)
- Policy ratification (as per the Trust's schedule)
- Outcome of link governor visits
- Review of progress against SDP
- Governor training needs

Accounting Officer (Exec HT/CEO)

Responsible for:

- Ensuring Finance is appropriately managed and procuring / approving spending in line with the schemes of delegation
- Ensuring there is a Responsible Officer for each academy and monitoring that termly visits happen

Executive Head/CEO (Also Accounting Officer)

Responsible for:

- Realising the vision of the Members and Trustees on the growth / future of the Trust
- Advising on Human Resources across the Trust
- Advising on strategic overview in each school and maintaining such across the Trust
- Mentoring and coaching Headteachers and Deputy Heads, middle leaders as needed
- Empowering Headteachers to lead schools effectively
- Strategically keeping an overview on Finance and Buildings, advising and supporting Headteachers in their roles in these areas
- Holding schools to account for performance and standards and contributing to both monitoring and evaluation
- Coordinating peer review across schools on a termly basis
- Providing, supporting and accessing training for Governors and other Leaders
- Providing consultancy services outside of the Trust, thus generating revenue for the Trust
- Line management of Trust CFO/BM and Head Teachers; including leading on performance management for these colleagues

Headteachers

Responsible for:

- Ensuring Building and Maintenance work is well managed
- Human resources in each school
- Ensuring business manager /Trust/Schools holds appropriate policies and these are adhered to
- Accountability for monitoring and evaluating standards and strong use of data
- Quality of provision
- Providing strategic overview for the school
- Contributing to the strategic overview for the Trust
- Safeguarding, safer recruitment
- Health and safety matters
- Behaviour, attendance, welfare and development

Local Governing Body Committees required:

- Appeals/ Grievance/ Disciplinary/ Dismissal/ Complaints/ Exclusions as required - each school provides this facility to the others in order to keep Governors untainted (where there are two appeals possible, the first would be the host Governors, the second, another school)
- Admissions - probably once a year if other activities devolved to Headteachers
- Behaviour/ Exclusions if required

Working parties for specific projects such as a new building project or monitoring linked to SDP priorities

Named Governors required in each school:

Safeguarding

Health and Safety

Inclusion

English

Mathematics

Early Years

Pupil wellbeing (including attendance, admissions, first aid, catering etc.)

Policies

The Trust has established a schedule for policy review and ratification, drawing on DFE guidance and good practice. The schedule states who is responsible for reviewing/writing the policy and who is responsible for ratification, delegating responsibility from the Trust through to the Executive Head/CEO, Headteachers as is relevant to the policy. The Executive Head/CEO, individual Headteachers and the Chief Finance / Business Manager are responsible for ensuring that the schedule of review is maintained.