



GOVERNANCE HANDBOOK 2019-20

(Signed) E. Jane Guffney Dated 5.12.19 (Chair of Trust Board)

(Signed) S. Moran Dated 5.12.19 (Executive Principal)

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1. CODE OF CONDUCT

This code sets out the expectations on and commitment required from members, trustees and academy governors and academy committee members in order for them to properly carry out their work within the school/s and the community. Unless otherwise stated, 'school' includes academies, and it applies to all levels of school governance. Whilst most references in this document are predominantly linked to the Trust Board, this code of conduct applies equally to all levels of Governance. This Code should be read in conjunction with the relevant law and for academies, their articles of association and agreed scheme of delegation. It should be adapted as appropriate depending on the governance setting and level of delegation.

As a Trust Board we accept responsibility for:

Establishing the strategic direction, by:

- Setting and ensuring clarity of vision, values, and objectives for the school(s)/trust
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the Executive Principal
- Monitoring the educational performance of the school/s and progress towards agreed targets
- Performance managing the Executive Principal
- Engaging with stakeholders
- Contributing to school self-evaluation

Overseeing financial performance, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring money is well spent and value for money is obtained
- Ensuring risks to the organisation are managed

As individuals on the board we agree to the following:

Role & Responsibilities

- We understand the purpose of the board and the role of the executive leaders.
- We understand how the role of the board differs from and works with others including the Executive Principal and where appropriate, executive leaders, trust boards and academy committees.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the Trust board when we have been specifically authorised to do so.

- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the Trust board meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open governance and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school/group of schools. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the Trust board.
- We will actively support and challenge the executive leaders
- We will accept and respect the difference in roles between the board and staff, ensuring that we work collectively for the benefit of the organisation;
- We will respect the role of the executive leaders and their responsibility for the day to day management of the organisation and avoid any actions that might undermine such arrangements;
- We agree to adhere to the school's rules and policies and the procedures of the Trust board as set out by the relevant governing documents and law
- When formally speaking or writing in our governing role we will ensure our comments reflect current organisational policy even if they might be different to our personal views;
- When communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the organisation
- We will avoid, as far as possible, becoming involved in any communication which may lead to a conflict of interest with the role of the local community governance committee

Commitment

- We acknowledge that accepting office as a member/trustee/governor/academy committee member involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the Trust board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the school/s well and respond to opportunities to involve ourselves in school activities.
- We will visit the school/s, with all visits arranged in advance with either the Executive Principal/Academy principal and undertaken within the framework established by the Trust board.
- When visiting the school in a personal capacity (i.e. as a parent or carer), we will maintain our underlying responsibility as a governor/trustee/academy committee member.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary

interests, category of governor and the body responsible for appointing us will be published on the school's website.

- In the interests of transparency, we accept that information relating to governors/trustees/academy committee members will be collected and logged on the DfE's national database of governors.

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other governors/trustees/academy committee members, the clerk to the Trust board and school staff both in and outside of meetings.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We will confront malpractice by speaking up against and bringing to the attention of the relevant authorities' any decisions and actions that conflict with the Seven Principles of Public Life (see annex) or which may place pupils at risk.
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the executive leaders, staff and parents, the trust, the local authority and other relevant agencies and the community.

Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school/trust business arise outside a Trust board meeting.
- We will not reveal the details of any Trust board vote.
- We will ensure all confidential papers are held and disposed of appropriately.

Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- We accept that the Register of Business Interests will be published on the school/trust's website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the governing board.
- Ceasing to be a governor/trustee/academy committee member
- We understand that the requirements relating to confidentiality will continue to apply after a governor/trustee/academy committee member leaves office

Breach of this code of conduct

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the Trust board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the chair that we believe has breached this code, another Trust board member, such as the vice chair will investigate.

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

Selflessness - Holders of public office should act solely in terms of the public interest.

Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office must act and take decisions and action and must submit themselves to the scrutiny necessary to ensure this.

Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty - Holders of public office should be truthful.

Leadership - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Roles and Responsibilities of Members and Trustees (Trustees and Directors used interchangeably by DFE)

Role of a Member

The Members of an academy trust have a different status from the Directors/ trustees.

- The Members are the subscribers to the trust's memorandum of association, and any other individuals permitted to become members under its *articles of association*.
- Members have an overview of the governance arrangements of the trust and have the power to appoint trustees and remove these trustees.
- Members can amend the articles at any time and may do so to support stronger governance arrangements.
- Members must not be employees of the trust.
- While members can also be trustees, retaining some distinction between the two layers ensures that members, independent of trustees, provide oversight and challenge. Only one of our members are also Trustees, which is in line with DfE recommendations.
- The Department for Education (DfE) encourages trusts to have at least five members in total, ESPRIT has 7 members, as this:
 - ensures enough members can take decisions via special resolution (which requires 75% of members to agree) without requiring unanimity, and
 - facilitates majority decisions being taken by ordinary resolution (which requires a majority of members to agree)

Meetings of Members are once per year

Our process for appointing members?

- Identify individuals who Academies believe have the necessary skills related to Education, HR, Business, Finance, and Legal.
- Article 17 says that every person nominated to become a member of the academy trust must sign a written consent to become a member. They must also sign the register of members once they have become members.
- Article 13 of the model articles of association says that signatory members, and the school's foundation or sponsor body where applicable, may remove a member they have appointed, or appoint a replacement member to fill a vacancy, by delivering a written notice to the academy trust's registered office.
- In addition, article 15A allows the members to appoint additional members as they see fit by passing a special resolution in writing.

Who must we notify when we appoint a member?

The Education Funding Agency (EFA) must be notified within 14 days of the new appointment. The DfE has a form that academies can use to update the names and contact information for key contacts:

Role of a Trustee

- Trustees are the same body of people as both the directors of the company and the 'governors' of a single academy trust; these words are used interchangeably.

- Trustees are the people responsible under the academy trust’s articles of association for controlling its management and administration.
- Trustees have responsibility for directing its affairs, ensuring that it is solvent, well-run, and delivering the trust’s charitable outcomes for the benefit of the public.
- Our Multi-academy trust has different governance arrangements because we are established to oversee and manage more than one academy, see our plan above.
- Individuals must ensure that they fully understand their duties as company directors and charity trustees. Guidance exists in;
 - ✦ duties of company directors are described in sections 170 to 181 of the Companies Act 2006;
 - ✦ role and duties of charity trustees are described by the Charity Commission in (CC3): the essential trustee: what you need to know, what you need to do.

Responsibilities of Trustees

- The board of trustees of the academy trust has wide responsibilities under statute, regulations and the funding agreement.
- Principally, the Board is responsible for ensuring that the trust’s funds are used only in accordance with the law, its articles of association, its funding agreement and this handbook.
- The board of trustees has wide discretion over its use of the trust's funds, which it must discharge reasonably and in a way that commands broad public support. It is responsible for the proper stewardship of those funds, including regularity and propriety, and for ensuring economy, efficiency and effectiveness in their use – the three key elements of value for money.
- Academy trusts are companies limited by guarantee and exempt charities.
- The board of trustees is subject to the duties and responsibilities of charitable trustees and company directors as well as any other conditions that the Secretary of State agrees with them. These responsibilities are mutually reinforcing and are there to ensure proper governance and conduct of the trust.
- Trustees should follow the guidance in the Governors’ Handbook which sets out the legal duties applying to, and core role and strategic functions of, boards of trustees.
- The board of trustees must understand their statutory duties as company directors as set out in the Companies Act 2006. These comprise the duties to:
 - act within their powers
 - promote the success of the company and exercise independent judgement
 - exercise reasonable care, skill and diligence
 - avoid conflicts of interest
 - not to accept benefits from third parties
 - declare interest in proposed transactions or arrangements

Specific roles delegated to the trustees

- The board of trustees has appointed in writing, a chief executive who, in accordance with the trust’ articles of association, acts as an ex officio trustee.
- The board and its committees meet quarterly to discharge their responsibilities under their articles of association, funding agreement and the Governance Handbook, to ensure robust governance and effective financial management arrangements.
- The board has an action plan which sets out the actions we need to accomplish during the year.
- The board has approved a written scheme of delegation of financial powers that maintains robust internal control arrangements.

- The academy trust has a finance committee to which the board delegates financial scrutiny and oversight.
- The academy trust has appointed a clerk to the board of trustees who is someone other than a trustee, principal or chief executive of the trust.

Link Trustee delegation of responsibility

- To liaise with the appropriate member(s) of staff and link Governor
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Trustees on developments and progress within their area of responsibility
- To quality assure the evaluation of progress towards priorities through desk top analysis, visits to the school and/or attendance at Link Governor and Leader meetings
- To attend training as appropriate
- To monitor the work of the local community governance committee and school via action plans and evaluations

Link Governor – delegation of responsibility

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Local Community Governance Committee, the Link Trustee or, whichever the LCGC deems most appropriate, on developments/Progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the LCGC
- To attend training as appropriate
- To monitor the work of the school via action plans and evaluations

Role and responsibilities of the Clerk to the Trustees and Local Community Governance Committee

- To work effectively with the Chair of Governors, Chair of Trustees, other Governors/ Trustees, Academy Principals and Executive Principal to support robust Governance;
- To advise on Constitutional and Procedural Matters, duties and powers
- To convene meetings;
- To attend meetings and ensure minutes are taken
- To maintain a register of members of the Governing Body and report vacancies to the Governing Body
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the Trustees and Governing Body from time to time.

Terms of reference for the Appraisal committee

- To establish and oversee the operation of the MAT Appraisal Policy - including the arrangements and operation of appraisal procedures for the EP and APs.
- To arrange to meet with the External Adviser to discuss the Executive Principal's performance targets, and work with the Trustees to set targets for the APs.
- To decide, with the External Adviser, whether targets have been met and to set new targets annually.
- To monitor through the year, the performance of the EP against the targets, and to work with the Trustees to monitor the performance of APs.
- To make recommendations to the Audit Committee in respect of awards for the successful meeting of targets

Terms of reference for the Audit committee

Staff employed by the Trust should not be members of an audit committee, but may attend to provide information and participate in discussions.

General Terms

- To act on matters delegated by the Board of Trustees.
- To liaise and consult with other committees where necessary.
- To contribute to the Academy Improvement Plans.
- To consider safeguarding and equalities implications when undertaking all committee functions.
- To routinely review and discuss risks to the Trust's operation.

Financial Policy and Planning

- To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements).
- To review, adopt and monitor all additional financial policies, including a charging and remissions policy.
- To establish and maintain a three-year financial plan, taking into the account priorities of the Academy Improvement Plans, roll projection and signals from central government and the LA regarding future years' budgets, within the constraints of available information.
- To draft and propose to the governing body for adoption annual Academy budgets taking into account the priorities of the Academy Improvement Plans.
- To make decisions in respect of service level agreements.
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Executive Principal and Academy Principals.

Financial monitoring

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To receive at least quarterly budget monitoring reports from the Executive Business Manager.
- To report back to each meeting of the Board of Trustees and to alert them of potential problems or significant anomalies at an early date.
- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the MAT.
- To prepare the Trustees Report to form part of the Statutory Accounts of the governing body and for filing in accordance with Companies Act requirements.
- To receive auditors' reports and to recommend the trust board action as appropriate in response to audit findings.
- To recommend to the full trust board the appointment or reappointment of the auditors

Premises

- To provide support and guidance for Board of Trustees and Executive Principal on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.

- To inform the Board of Trustees and LCGC of the report and set out a proposed order of priorities for maintenance and development, for their approval.
- To arrange professional surveys and emergency work as necessary.
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan, a Site Development Plan and a Maintenance Plan
- To review, adopt and monitor a Health and Safety policy.

Staffing

- To ensure that the Academies are staffed sufficiently for the fulfilment of their development plans and effective operation.
- To establish a Pay Policy for all categories of staff.
- To be responsible for the administration and review of the Pay Policy.
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the Trust board for approval.
- To monitor approved procedures for staff discipline and grievance and ensure that the trust board is kept informed of these.
- To recommend to the Trust board & LCGC staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with the Executive Principal and Academy Principals to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training

Terms of Reference for the Challenge Committee

Hold the Executive Principal to account by ensuring:

1. The regular review and evaluation of academies' attainment, pupil progress, attendance and exclusions data.
2. Academy targets are appropriately set to maximise attainment and pupil progress.
3. The evaluation of academies' performance through a range of measures including their SEF, OFSTED, academy principal and school leader reports, ensuring appropriate action is planned and taken for each academy to meet agreed targets.
4. That any gaps in attainment, progress, attendance and exclusion data between vulnerable groups such as boys, SEND, EAL or disadvantaged children are identified and effectively addressed.
5. The evaluation of summative information on the performance of its academies comparing this to National figures.
6. That the MAT is working to support each Academy's development and the impact on children's achievement and attendance is measured.
7. That the MAT knows the barriers to further achievement in performance and is working to overcome these barriers.
8. That the MAT knows what issues are arising from analysis of the academy's historic data.
9. That the MAT monitors what demonstrable impact the MAT's support (including support from externally commissioned sources) is having for the pupils, in terms of academic progress and attainment, attendance and transition to the next stage of education.
10. That best practice is being shared across Academies in the trust and that impact is demonstrated
11. That a Trustee attends individual academy data presentations to observe and record the challenge from the EP.

The committee will meet at least once per term /3 times annually after each internal data collection has been completed

Terms of reference for the Local Community Governance Committee

Governance

- To monitor and review the LCGC and make recommendations to the Trustees including on matters such as actively seeking to recruit members, and the appointment and removal of members to the LCGC.
- To monitor and review the skill set of the LCGC members and put in place training and development needs as appropriate.
- To ensure that all LCGC members training is up to date including but not exclusively, Keeping Children Safe in Education, PREVENT and Safer Recruitment.
- To feedback to Trustees any matter pertaining to the governance of ESPRIT schools.

Curriculum Planning and Delivery

- To review, monitor and evaluate the curriculum offer.
- To recommend for approval to the Board of Trustees, for each Academy in the MAT, the:
 - Self-evaluation form
 - Academy Improvement Plan
 - Targets for academy improvement
- To develop and review policies identified within each Academy's policy review programme and in accordance with delegated powers
- To ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive termly reports from the AH/SENCO and an annual report from the SEN governor.

Assessment, Standards and Improvement

- To monitor and evaluate the effectiveness of leadership and management
- To monitor and evaluate the impact of the quality of teaching on rates of pupil progress and standards of achievement
- To monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups
- To monitor and evaluate the impact of continuing professional development on improving staff performance
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans
- To monitor and evaluate provision for all groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To regularly review and develop the Assessment Policy and to ensure that the policy is operating effectively.
- To consider recommendations from external reviews of the school, agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To ensure that all children have equal opportunities.
- To advise the Audit Committee on the relative funding priorities necessary to deliver the curriculum.

Personal Development, Behaviour and Welfare

- To monitor and evaluate all relevant safeguarding policies and procedures, including the role of the Designated Safeguarding Officer and the accuracy of the Single Central Register

- To receive and note the annual safeguarding audit ensuring that progress towards meeting all aspects of the resulting action plan are monitored and evaluated, and report progress annually to Trustees
- To ensure that staff and Governor training is up to date, including keeping Children Safe in Education and Safer Recruitment
- To ensure that staff keep Governors up to date with the latest guidance on Personal, Social, Behaviour, Safeguarding and Welfare policy affecting pupils and staff within the MAT
- To review and monitor provision by and links with local authority services and other external agencies
- To receive and monitor the implementation of all statutory policies relating to PDBW and other pastoral policies including sex education, PSHE, behaviour, bullying, on-line security, attendance and absence
- To receive and accept all statutory policies and strategies relating to SEND, Equality, Pupil Premium and Sports Premium, and to monitor and evaluate their implementation and value for money
- To monitor each Academy's provision for all aspects of inclusion, behaviour and spiritual, moral, social and cultural development
- To review and monitor the use of exclusion within the MAT and provide Exclusion and Appeal Panels if needed
- To meet with children at risk of permanent exclusion and/or with poor attendance and their parents/carers, to agree positive ways forward
- To seek the views of all stakeholders about safety and well-being in the Academies within the MAT and evaluate each Academy's response
- To ensure that children's records are stored securely

Engagement

- To monitor each Academy's publicity, public presentation and relationships with the wider community.
- To identify and celebrate pupil achievements
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To ensure all statutory requirements for reporting and publishing information are met and the MAT website content is fully compliant and presented in an accessible way.

2. ESPRIT MAT SCHEME OF DELEGATION 2019-20

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals.

In the case of the [CEO/EP] this will be at Trust level. In the case of the Principal this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how **The Trust** and/or Academies.

(as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend/Approve: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the [CEO/EP] they will be making recommendations to the Board and/or LCGC (as appropriate), (ii) the LCGC they will be making recommendations in relation to their Academy to the Board, [CEO/EP] and/or Principal (as appropriate) and (iii) the Principal they will be making recommendations in relation to their Academy to the [CEO/EP] and/or LCGC (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the [CEO/EP] they will be making reports to the Board and/or LCGC (as appropriate), (ii) the LCGC they will be making reports in relation to their Academy to the Board and/or [CEO/EP] (as appropriate) and (iii) the Principal they will be making reports in relation to their Academy to the [CEO/EP] and/or LCGC (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the [CEO/EP] and/or LCGC (as appropriate), (ii) the [CEO/EP] they will be reviewing the Principal and (iii) the LCGC they will be reviewing the Principal and his leadership team. **Comply:** the individual/group will follow agreed policies and procedures.

KEY

MEMBERS - MEMBERS BOARD

MAT - MULTI ACADEMY TRUST

TRUSTEES - TRUSTEE BOARD

LCGC - LOCAL COMMUNITY GOVERNANCE COMMITTEE

EP - EXECUTIVE PRINCIPAL

AP - ACADEMY PRINCIPAL

EBM - EXECUTIVE BUSINESS MANAGER

CO - COMPLIANCE OFFICER

EM - ESTATES MANAGER

MAT SSO - MAT SENIOR SAFEGUARDING OFFICER

	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO	Commentary
Overall Trust strategy	APPROVE	DETERMINE	RECOMMEND		CONSULT	CONSULT		
New convertor academies joining		APPROVE	RECOMMEND					EP recommendation post due diligence
New sponsor academies joining		APPROVE	RECOMMEND					EP recommendation post due diligence
Entering into funding agreements for new partner academies		APPROVE		RECOMMEND				
MAT Development Plan		APPROVE AND REVIEW	DETERMINE AND DELIVER		CONSULT	CONSULT		
Determine the scope of central services to be delivered by The Trust		APPROVE	RECOMMEND					
SLT and Academies Improvement Plans			APPROVE		REVIEW	DETERMINE AND DELIVER		
Entering into, or withdrawing from a formal partnership		APPROVE						

Governance Leadership and Management	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO	Commentary
Recruitment, Appointment and removal of Members and Trustees	APPROVE	RECOMMEND	RECOMMEND					EP and Trustees can recommend
Terms of reference for subcommittees and for LCGC		APPROVE			RECOMMEND			Standard across all partner academies
Terms of reference for subcommittees of Trust Board		APPROVE	RECOMMEND					
Recruitment procedures for LCGC		APPROVE			RECOMMEND			Per Articles of Association
Recruitment, Appointment and removal of LCGC		APPROVE			RECOMMEND			Per Articles of Association
Appoint Chair of LCGC		APPROVE			RECOMMEND			By annual vote in Autumn term and in consultation with trustees
Appoint & Remove Clerk to the Board of Trustees and LCGC		APPROVE						Trust employed clerk
Governance documents		APPROVE	DELIVER	DELIVER				
Scheme of Delegated Authority		APPROVE	DELIVER					
Register of Interests		APPROVE		DEVELOP				At each level
Publish proposals to change category of school		APPROVE	DELIVER		CONSULT	CONSULT		
Complete annual skills audit and appropriate training programme	COMPLY	COMPLY			COMPLY			At each level
Makeup and membership of Board and LCGC meets statutory requirements and fulfils Articles of Association	APPROVE	REVIEW						EP and Trustees can recommend
Take out Director Indemnity Insurance Cover		APPROVE		DELIVER				
Develop Statutory policies and procedures		APPROVE	DELIVER	CONSULT	CONSULT	CONSULT		

Business and Finance	ESFA	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO	Commentary
Annual accounts and reports to funding and regulatory bodies		APPROVE	RECOMMEND		DELIVER				Reviewed by EBM and EP after support from external Accountants
Completion and submission of other accounting returns			APPROVE		DELIVER				In role of Accounting Officer
Completing annual & periodic financial reports to Board (including income/expenditure, cash flow, projections etc.).			APPROVE		DELIVER				
Authorised to complete PAYE returns			APPROVE		DELIVER				
Authorised to complete VAT returns.			APPROVE		DELIVER				
Assurance over adequacy of systems of internal financial control			APPROVE	REVIEW	DELIVER				In role of Accounting Officer
Financial regulations			APPROVE	REVIEW	DELIVER				EBM reports to Trustees
Appointment of external auditors		APPROVE		REVIEW	DELIVER				Recommendation from EBM and EP
Annual budget for ESPRIT MAT	APPROVE	APPROVE	RECOMMEND	REVIEW	DELIVER		CONSULT		Prepared by EBM
SET line by line individual academy budget			APPROVE	REVIEW	DELIVER		CONSULT		
Allocate Individual academy budgets			APPROVE	REVIEW	DELIVER		CONSULT		
Management accounts			APPROVE	REVIEW	DELIVER				Report prepared by EBM
Pooling arrangements by the MAT, GAG balances/carry forward			APPROVE	REVIEW	DELIVER	CONSULT	CONSULT		
Charging and remissions policy			APPROVE	REVIEW	DELIVER		CONSULT		
Placing orders for goods and services, entering into contracts - up to £24,999			APPROVE	REVIEW	DELIVER		COMPLY		Tendering process adhered to within budget
Compliance with tendering processes			APPROVE	REVIEW	DELIVER		COMPLY		Report to Trustees
Identify additional services to be procured on behalf of the academies			APPROVE	REVIEW	DELIVER		CONSULT		
Authority to accept other than the lowest quote			APPROVE ABOVE 20K	APPROVE BELOW £20K	DELIVER		CONSULT		
Ensure centrally procured services provide value for money			APPROVE	REVIEW	DELIVER				
Cash flow Management, Treasury & Investment			APPROVE	REVIEW	DELIVER		COMPLY		Report to Trustees

Open a bank account and approve signatories			APPROVE		DELIVER				EBM to open (standard model for each new partner academy - approval not needed)
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Business and Finance	ESFA	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO	Commentary
Maintain proper financial records			APPROVE		DELIVER		COMPLY		
Payroll - Starters, leavers and amendments			APPROVE		DELIVER		COMPLY		Delegated to SAFO
Payroll - Administration			APPROVE		DELIVER		COMPLY		Delegated to SAFO
Purchasing - Create vendors on accounting system			APPROVE		DELIVER		COMPLY		Delegated to SAFO
Authorisation of expense claims				APPROVE	DELIVER		COMPLY		Cannot authorise own expenses
Control account reconciliation			APPROVE		DELIVER		COMPLY		
Write-off bad debts			APPROVE	REVIEW	DELIVER		COMPLY		Report by EBM
Management of capital projects			APPROVE	REVIEW	DELIVER		COMPLY		
Asset Register not land , buildings or heritage			APPROVE		DELIVER		COMPLY		Partner academies to maintain their own
Security Of Assets			APPROVE		DELIVER		COMPLY		Any issues reported to Trustees via LCGC
Disposal of Assets up to £20,000				APPROVE	DELIVER		COMPLY		
Disposal of Assets over £20,000 (ESFA to be informed)			APPROVE		DELIVER		COMPLY		Advised by EP/EBM
Loan of Assets			APPROVE		DELIVER		COMPLY		
Annual Risk Review & Premium Renewal		APPROVE			DELIVER				RPA arrangements in place
Appointment of Internal Auditors			APPROVE		DELIVER				
EFA Grant Claims	RECEIVE		APPROVE	REVIEW	DELIVER				
EFA returns	RECEIVE		APPROVE	REVIEW	DELIVER				
Expenditure not provided for in the annual budget	APPROVE		REVIEW		DELIVER				
Make budget virements			APPROVE	REVIEW	DELIVER				
Applications for business charge card accounts		APPROVE	REVIEW		DELIVER				
Borrow money (bank or sponsor load, overdraft)	APPROVE		REVIEW		DELIVER				
Acquiring a freehold on land and buildings	APPROVE		REVIEW		DELIVER				
Disposal of a freehold on land and buildings	APPROVE		REVIEW		DELIVER				
Acquisition of assets	APPROVE				DELIVER				
Taking up a finance lease	APPROVE		REVIEW		DELIVER				

Taking up a leasehold on land and buildings	APPROVE		REVIEW		DELIVER			
Taking up any other lease	APPROVE		REVIEW		DELIVER			
Granting a lease on land and buildings	APPROVE		REVIEW		DELIVER		CONSULT	
Staff Severance	Approval over 50k		APPROVE BELOW £50K	APPROVE BELOW £20K	DELIVER		CONSULT	HR INVOLVEMENT
Compensation	Approval over 50k		APPROVE BELOW £50K	APPROVE BELOW £20K	DELIVER		CONSULT	HR INVOLVEMENT
Ex Gratia payments	Approval over 50k		APPROVE BELOW £50K	APPROVE BELOW £20K	DELIVER		CONSULT	HR INVOLVEMENT

HR	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO	Commentary
Annual staffing structure		APPROVE JULY TB	REVIEW	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Academy staffing budget		APPROVE JULY TB	REVIEW	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Increase Academy/Organisational Headcount (Establishment) within existing staffing budget			APPROVE	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Job Description sign off			APPROVE	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Job evaluation policy & procedures			APPROVE	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Vary basic employment Terms & Conditions			APPROVE	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Recruit, appoint and appraisal of EP	APPROVE	DELIVER	CONSULT			CONSULT		HR ROUTINELY INVOLVED
Recruit, appoint AND APPRAISAL of EBM		APPROVE	DELIVER	CONSULT		CONSULT		HR ROUTINELY INVOLVED
Recruit, appoint and appraisals of Principals		APPROVE	DELIVER			CONSULT		HR ROUTINELY INVOLVED
Recruit, appoint and appraisal of Senior Leaders			APPROVE	REVIEW		DELIVER		HR ROUTINELY INVOLVED
Recruit, appoint and appraisal of other staff					APPROVE	DELIVER		HR ROUTINELY INVOLVED
Recruitment processes pre recruitment checks				APPROVE		DELIVER		HR ROUTINELY INVOLVED
Signing of employment contracts			APPROVE	REVIEW		DELIVER		HR ROUTINELY INVOLVED
Annual approval of pay policy, including pay awards, pay point values, etc.		APPROVE				CONSULT	DELIVER	HR ROUTINELY INVOLVED
Determination of pay ranges		APPROVE		DELIVER		CONSULT		HR ROUTINELY INVOLVED
Allocation of TLR / SEN values			APPROVE			DELIVER		HR ROUTINELY INVOLVED
Annual Pay Progression			APPROVE			DELIVER		HR ROUTINELY INVOLVED
Handling of all pension matters (teachers/ support)		APPROVE	REVIEW	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Use of discretions		APPROVE	REVIEW	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Formulation and approval of MAT policies –see separate policy planner		APPROVE AUT TB	REVIEW			CONSULT	DELIVER	HR ROUTINELY INVOLVED
Approval of formal restructure plans		APPROVE FEB TB	REVIEW	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Approval of severance or redundancy agreements			APPROVE	DELIVER		CONSULT		HR ROUTINELY INVOLVED

Authority to issue warnings or other disciplinary measures except dismissal						APPROVE		HR ROUTINELY INVOLVED
Authorisation of settlement agreements			APPROVE	DELIVER		CONSULT		HR ROUTINELY INVOLVED
Suspension			APPROVE		REVIEW	DELIVER		HR ROUTINELY INVOLVED
Dismissal			APPROVE	DELIVER	REVIEW	DELIVER		HR ROUTINELY INVOLVED
Appeals					APPROVE	DELIVER		HR ROUTINELY INVOLVED
Data protection legislation (pupils, parents and staff)						APPROVE	DELIVER	HR ROUTINELY INVOLVED
Comply with academy website requirements			APPROVE			DELIVER	REVIEW	HR ROUTINELY INVOLVED
Appointment outside range in salary structure		APPROVE	REVIEW	DELIVER				HR ROUTINELY INVOLVED
Carry out Central MAT performance management			DELIVER	CONSULT				HR ROUTINELY INVOLVED

Health and Safety and Estates	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	EM	Commentary
Health and Safety Policy		APPROVE		DELIVER	REVIEW	CONSULT	DELIVER	
Health and safety practice throughout ESPRIT			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Critical incident planning		APPROVE	REVIEW	DELIVER		CONSULT	CONSULT	
Health and Safety RIDDOR reporting and Accident reporting		APPROVE		DELIVER	REVIEW	CONSULT	DELIVER	
Premises management and security			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Statutory training			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Statutory compliance testing			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Academy health and safety arrangements including use of risk assessments			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Fire risk assessment			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Asbestos risk assessment			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
General monitoring and action plans in relation to safety of sites including buildings conditions			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	
Develop academy building and facilities estate long term strategy for development and maintenance			APPROVE	DELIVER	REVIEW	CONSULT	DELIVER	

School Performance and curriculum	ESFA/ DFE	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO	Commentary
SET ANNUAL Academy pupil achievement and attendance targets			APPROVE	REVIEW			DELIVER		
Monitoring of academy targets for pupil achievement and attendance	ANNUAL REVIEW		APPROVE	REVIEW			DELIVER		
Monitoring of standards of quality of T,L,A				APPROVE		REVIEW	DELIVER		
Approval of academy development/ improvement plans				APPROVE	REVIEW		DELIVER		
Post-Ofsted Academy Action Plan sign off			APPROVE	REVIEW			DELIVER		
Approval of MAT IMPROVEMENT PLAN			APPROVE	REVIEW		REVIEW	DELIVER		
Curriculum: Planning, implementation and review				APPROVE		CONSULT	DELIVER		
Ensure provision of RE in line with school's basic curriculum				REVIEW		APPROVE	DELIVER		
Compile data for pupil assessment and statutory returns				REVIEW			DELIVER		
Safeguarding policy is in line with statutory requirements			APPROVE	REVIEW		CONSULT	DELIVER		
ESPRIT educational policies (e.g. off site visits, RE provision, Collective worship, sex education etc.)			APPROVE	REVIEW		CONSULT	DELIVER		
Term dates			APPROVE	REVIEW		CONSULT	DELIVER		
Length/ organisation of Academy day/daily act of worship				APPROVE		APPROVE	DELIVER		
Exclusion				REVIEW		APPROVE	DELIVER		
Permanent exclusions				REVIEW		APPROVE	DELIVER		
Exclusion appeals				REVIEW		APPROVE	DELIVER		
Setting/amending Admissions policies and criteria			APPROVE	REVIEW		CONSULT	DELIVER		
Admissions application decisions				REVIEW		APPROVE	DELIVER		
Admission appeals				REVIEW		APPROVE	DELIVER		

Safeguarding	Members	Trustees	EP	EBM	LCGC	ACADEMY PRINCIPAL	CO MAT SSO	Commentary
Complete and maintain a single central record				APPROVE	REVIEW	DELIVER	REVIEW	Delegated to SAFO
Ensure an annual safeguarding review is completed at each Academy			APPROVE		REVIEW	DELIVER	DELIVER	
Ensure appropriate members of staff are trained in safer recruitment				APPROVE	REVIEW	DELIVER		
Ensure each academy has an appropriately trained designated safeguarding lead (DSL)			APPROVE		REVIEW	DELIVER	DELIVER	
Ensure a trust wide safeguarding policy is in place and compliant with statutory guidance		APPROVE	REVIEW				DELIVER	
Ensure individual academy safeguarding policy is in place and compliant with statutory guidance					REVIEW	APPROVE	DELIVER	
Ensure academy staff receive regular and appropriate safeguarding training			APPROVE		REVIEW		DELIVER	
Ensure the MAT Central team receive regular and appropriate safeguarding training		APPROVE		DELIVER			DELIVER	
Ensure that files related to the protection of children are well organised and held securely				APPROVE	REVIEW	DELIVER		

3. ESPRIT Multi Academy Trust Financial Scheme of Delegation

Financial Delegation Limits 2018/19 Academic Year	Authority to Purchase Limit	Authority to Purchase (from Stoke on Trent Local Authority)	Authority To Transfer Budget	Authorisation for Bad Debt Write-Off Limit	Authorisation for write off and disposal of assets	Payroll Monthly Confirmation	On-line Banking BACS Limit	MAT Internal Transfers
Chair/Vice Chair of Trustees	£49,999	£49,999	N/A	Nil	Nil	n/a	n/a	No Limit
Trustee Board	No Limit	No Limit	No Limit	£40,000*	£40,000*	n/a	n/a	No Limit
Executive Principal	£24,999	£49,999	£24,999	£500	£20,000	£250,000	£100,000	£20,000
Deputy Executive Principal	£24,999	£49,999	£24,999	£500	£20,000	£250,000	£100,000	£20,000
Executive Business Manager	£10,000	£24,999	£10,000	£150	£500	£250,000	£100,000	£15,000
Sites Manager	£1,000	£1,000	£Nil	No	No	n/a	n/a	No
Academy Principals	£10,000	£10,000	£10,000	£150	£500	£150,000	n/a	£10,000
Academy Leadership Team (Assistant Principal's / Deputy Principal's / Senior Administrator and Finance Officer	£1,000	£1,000	£Nil	No	No	£150,000	n/a	No

***Per single transaction (1% of MAT total annual income) anything above this value must be referred to ESFA.**

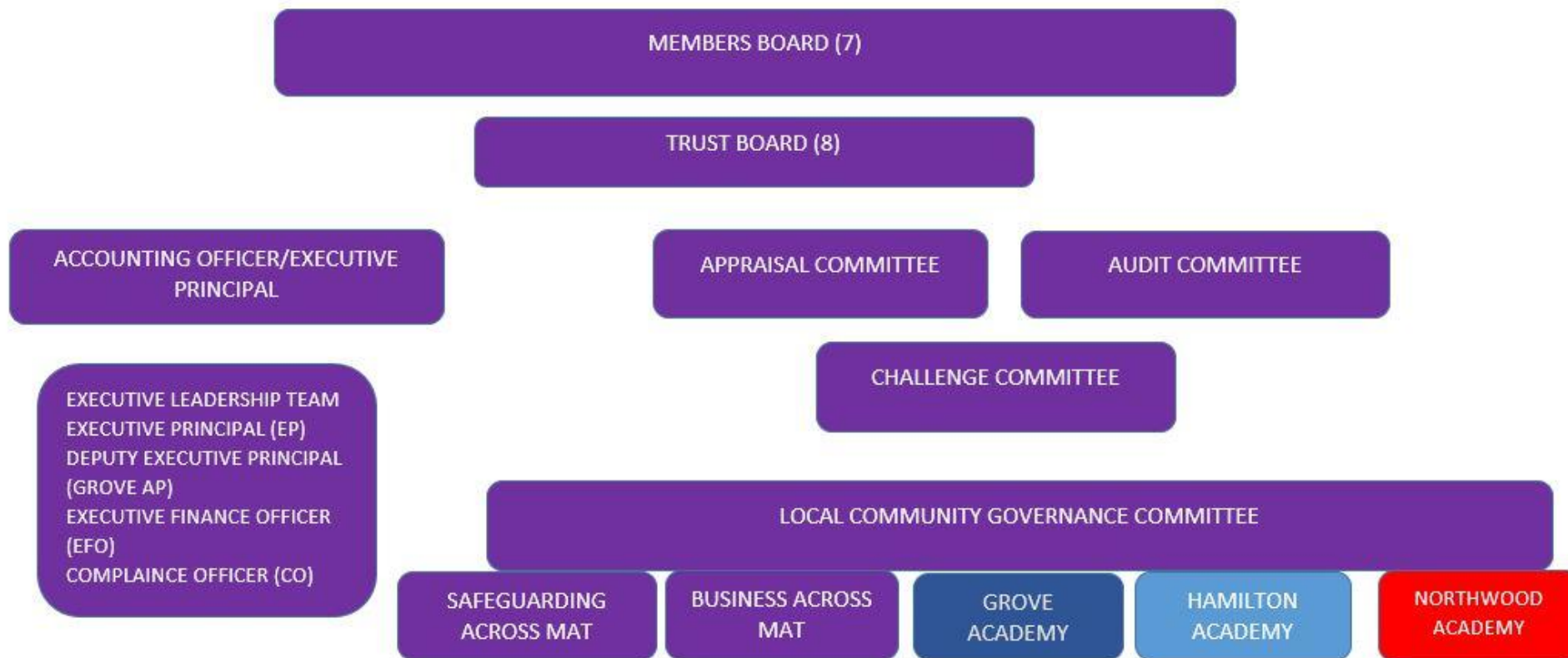
Where a pecuniary interest has been declared and has the potential to influence authorisations then a more senior source of authority must be sought using the above list.

All limits apply to individual transactions.

All BACS transactions and payments are subject to two signatories / authorisers.

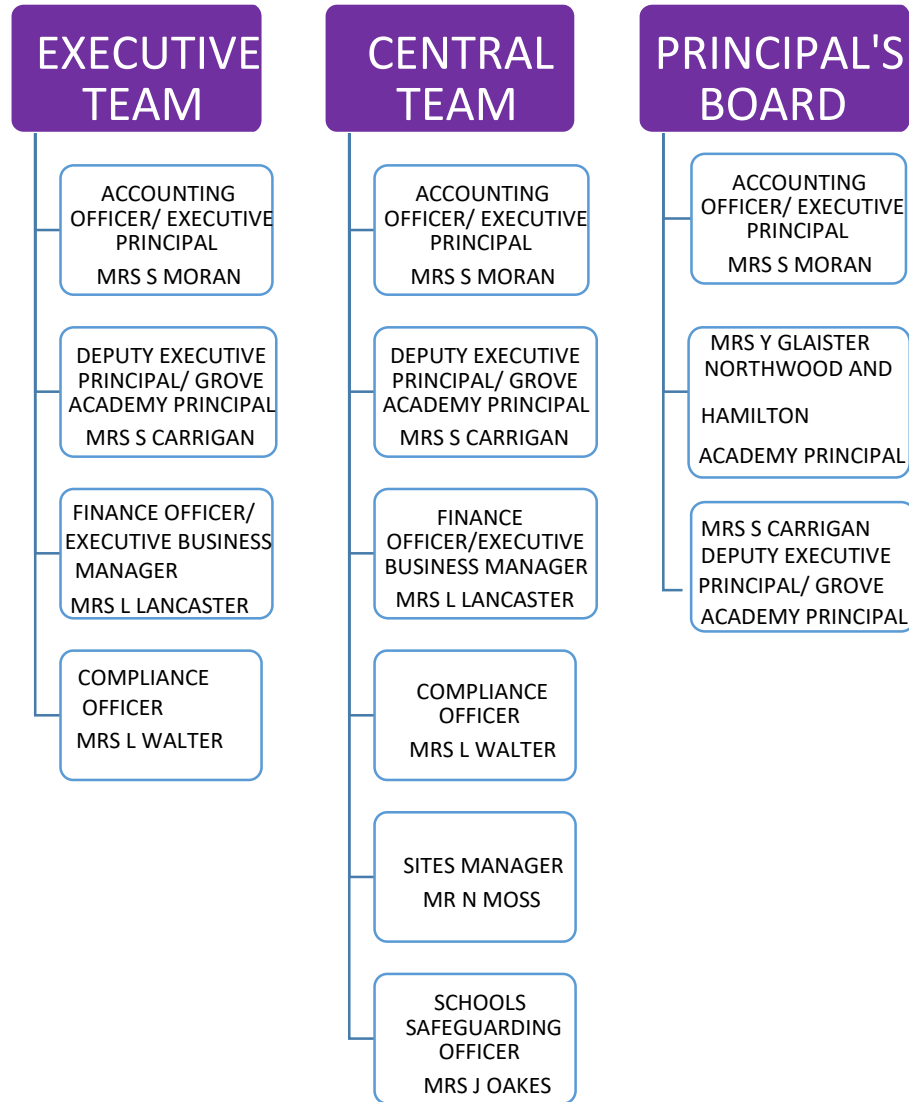
Approval received from Trustee board: _____ Chair of Trustees Date: _____

ESPRIT GOVERNANCE MEMBERSHIP 2019-20



4. Membership 19-20

MEMBERS (7)	TRUSTEES: (8)	TRUSTEE COMMITTEES	LOCAL COMMUNITY GOVERNANCE COMMITTEE & LINK GOVERNORS	LOCAL COMMUNITY GOVERNANCE COMMITTEES	
			STANDARDS	COMPLAINTS	APPRAISAL
<p>Mrs J Gaffney Mr G Cartlidge Mrs L Dodd Mrs N Davis (Chair) Mr S Bray Mr F Gaffney Mr S Atkins</p>	<p>Mr R Johnstone (Vice Chair) Mrs J Gaffney (Chair) Ms M Chadwick Mr S Lees Mrs S. Moran Mrs A. Moore Mr P Atkins Mr P Ralison</p>	<p><u>AUDIT</u> Mrs J Gaffney Mr S Lees Mr P Ralison Mr P Atkins</p> <p><u>CHALLENGE</u> Mrs J Gaffney Mrs A Moore Mr R Johnstone Mrs S Moran</p>	<p>Mrs A Moore (Chair) Ms M Chadwick (Vice Chair & Trustee) (Safeguarding and PDBW Link) Mrs D Wiltshaw – Hamilton Academy Link Governor Ms K Dixon – Grove Academy Link Governor Mrs V Caddy - Northwood Broom Academy Mrs M Baddeley – Business Link Governor Mr M Mahmood Mrs Y Glaister Mrs S Carrigan</p>	<p>Mrs A Moore Miss M Chadwick Ms K Dixon Mrs Y Glaister Mrs S Carrigan</p> <p>(makeup of the committee is 3)</p>	<p>(EP) Mr R Johnstone Mrs J Gaffney</p> <p>(AP) Mrs A Moore Mrs S Moran</p>



ESPRIT TRUST Decision making/ Meetings

MEETINGS	FREQUENCY	PURPOSE	Meeting chain
STRATEGIC GOVERNANCE			
AGM	ANNUAL	Holding the Trust Board and Executive leaders to account for educational performance and the effective and efficient performance management of staff.	
TRUST BOARD	TERMLY	Ensuring Clarity of Vision, ethos and strategic direction. Holding Executive leaders to account for educational performance and the effective and efficient performance management of staff. Overseeing the financial performance of the Trust and making sure money is well spent.	
APPRAISAL COMMITTEE	ANNUAL/TERMLY	Annual setting of appraisal targets Additional desktop review termly	
CHALLENGE COMMITTEE	TERMLY	Debating Clarity of Vision, ethos and strategic direction. Challenging and Supporting Executive leaders for educational performance and the effective and efficient performance management of staff.	
AUDIT COMMITTEE	QUARTERLY	Challenging and supporting the financial performance of the organisation and making sure money is well spent.	
LOCAL COMMUNITY GOVERNANCE COMMITTEE	TERMLY	Challenging and supporting individual school's progress towards achieving strategic priorities. Challenging and supporting the accuracy of school self-evaluation.	
TRUSTEE VISITS TO SCHOOLS	TERMLY	Quality assuring the work of Executive leaders.	
GOVERNOR VISITS TO SCHOOLS	TERMLY	Quality assuring progress towards SIP priorities.	
MAT LEADERSHIP			
STRATEGIC PLANNING DAY	ANNUAL	Devising Clarity of Vision, ethos and strategic direction.	
ELT MEETING	MONTHLY	Monitoring Trust processes, common ways of working	
ELT – SLT MEETINGS - DAY	TERMLY	Implementing Clarity of Vision, ethos and strategic direction Termly for large group Half termly for individual working groups	
EP SCHOOL SUPPORT AND CHALLENGE	WEEKLY	Holding school leaders to account for educational performance and the effective and efficient performance management of staff.	
EP FINANCE/ COMPLIANCE SUPPORT AND CHALLENGE MEETINGS	MONTHLY	Supporting and challenging the financial performance of schools and making sure money is well spent.	
TRUST STRATEGIC MEETINGS	TERMLY	Ensuring Clarity of Vision, ethos and strategic direction for central services.	
TRUST MANAGEMENT MEETING	WEEKLY	Holding central team to account for compliance and the financial performance of the organisation and making sure money is well spent.	

5. GOVERNANCE TIMELINE 19-20

AGM	TRUST BOARD	CHALLENGE COMMITTEE	AUDIT COMMITTEE	APPRAISAL COMMITTEE	LOCAL COMMUNITY GOVERNANCE COMMITTEE
ANNUAL	TERMLY	TERMLY	TERMLY	TERMLY	TERMLY
AUTUMN 2019 AGENDA <ul style="list-style-type: none"> • Standards • Full Year Financial Report (statements to be agreed and signed) • Academies Financial Handbook • Training Update for Members 	AUTUMN 2019 AGENDA <ul style="list-style-type: none"> • EP Report including standards • Scheme of delegation • GB policy and Handbook • Policies • Trustee recruitment • Year End unaudited accounts/EBM report Premises Year End Report to trustees (2017/18) 	AUTUMN 2019 AGENDA <ul style="list-style-type: none"> • School leavers - Data Headlines • SEF Update • SIP Priorities 	AUTUMN 2019 AGENDA	AUTUMN 2019 AGENDA EP APPRAISAL REVIEW AND TARGET SETTING	AUTUMN 2019 AGENDA <ul style="list-style-type: none"> • AP Report (per academy) • SEF • SIP
	SPRING 2020 AGENDA <ul style="list-style-type: none"> • EP Report including standards • Finance 	SPRING 2020 AGENDA <ul style="list-style-type: none"> • Progress data and current on trackness each school • Appraisal update • Data review all schools 	SPRING 2020 AGENDA	SPRING 2020 AGENDA EP review	SPRING 2020 AGENDA <ul style="list-style-type: none"> • AP Report (per academy) • SEF review • SIP review
	SUMMER 2020 AGENDA <ul style="list-style-type: none"> • Scheme of delegation • GB policy and Handbook • Policies • Trustee recruitment • Finance 	SUMMER 2020 AGENDA Challenge Trustees visit schools to scrutinise early data release	SUMMER 2020 AGENDA	SUMMER 2020 AGENDA EP review	SUMMER 2020 AGENDA <ul style="list-style-type: none"> • AP Report (per academy) • SEF review • SIP review

6. ESPRIT MEMBERS AND TRUSTEES PEN PORTRAITS

MEMBERS

Garry Cartlidge

- Manager of large distribution company
- Former manager within Royal Mail, a budget holder who implemented cost saving programmes to reduce budget by 7% year on year using world class methodology and lean working methods to pinpoint defects and improve performance.
- Significant HR experience through Trade Union duties and experience of employment law and worker's rights.
- Trained in health & safety workplace regulations, conducting risk assessments and implementing safe systems of work.

Lilian Dodd

- 26 years experience in finance within the City Council, having managed the Creditor Payments Team.
- Since 2015 she has been a City Councillor in Stoke on Trent and a member of the Children's and Young Peoples Scrutiny Panel.
- Member of the City Council's Corporate Parenting Panel and Board Member of The House Project- supporting young people in Care to learn to live independently.
- Chairman of 6th Dresden Scout Group, supporting young people in various activities and outdoor pursuits.

Jane Gaffney (Chair of Trust Board)

- Deputy Vice Principal in South Wolverhampton and Bilston Academy, with a focus on Assessment and Standards
- Significant leadership experience in Stoke Local Authority including Strategic Lead for 11-19 phase
- Senior Adviser for the National Strategies in the Data, Monitoring and Evaluation team
- Qualified School Improvement Partner, and Ofsted Inspector 2002-2015
- Accountable for Pupil Premium funding and impact; have carried out external reviews in two Academies
- Vice Chair of UWMAT Interim Advisory Board (IAB)
- Governor on New Friars College Council

Nicola Davis

- National Leader of Education
- CEO of Amethyst Academies Trust
- Experienced Executive Principal
- Experience of working in Primary education, SENCO role and English teacher

Stewart Bray

- National Leader of Governance since September 2017
- Work currently with Safeguarding Children Board leading training on all safeguarding aspects.
- 2008-2010 – Strategic Manager (Safeguarding & Quality Assurance: Children’s Social Care) -2010-2011 – Strategic Manager (Participation: Learning Services).
- Previously Chair of Governors 2 Governing Boards - REACH PRU (3 successive ‘outstanding’ Ofsted inspections)
- Management of a wide range of service areas with multi-million pound budgets, assuring financial probity, effective financial management and compliance.

Francis Gaffney

- Retired Main Board Director of a large Engineering Plc
- Retired Managing Director of three Group Engineering Companies in the UK and overseas.
- Qualified and Experienced in business change and turnarounds.
- Very experienced in business strategic planning, budgeting and accounting.
- Business Mentor and Business Launch Panel member for the Prince’s Trust.
- Volunteer on the Day Therapies Unit of a local Hospice.
- Member of the Volunteers Desk for Staffordshire Civil Contingencies Unit.

Simon Atkins

- Partner and Head of the Charities and not for profit team at PKF Cooper Parry, a leading Midlands accountancy firm with 36 partners and 450 strong team.
- 20 years’ experience in the accountancy profession having trained and qualified with a top 10 national firm.
- Works exclusively with clients in the charity sector including several local and regional academy trusts and multi academy trusts..
- Leads the firm’s audit work with its academy client base and provides regular training for directors and trustees on governance matters ensuring all up to date with legislation.
- Joined the local governing body of Birchwood Primary School prior to its conversion to an academy and was founding member and director of Communities Academies Trust.
- After chairing the audit committee, Simon became Chair of the Trust in September 2015 and has been Chair throughout the growth of the Trust from a six school multi academy trust to the size that it is today.

TRUSTEES

Jane Gaffney – as above

Shaun Lees

- Experienced Governor at Birches Head Academy focused on school improvement moving school from special measures to RI.
- October 2014 to date Managing Director and owner of Pateng Engineering. 8 Years as a Director - Staff Management a key responsibility.

- Regular business planning to ensure Profitability, Growth and Sustainability.
- Link Governor for Finance within the Hamilton Northwood Federation ensures that Budgets are accurate.
- Experienced in preparing for external auditing by Accountants, Quality and Health and Safety

Michelle Chadwick

- Previous experience as Chair of Governors – Grove Junior School - complete EHT's annual appraisal, annual review of staffing structures and Safeguarding lead.
- Manage the Police Boxing Club and have raised approx. £300,000 for charities.
- As PCSO successfully works collaboratively with a number of stakeholders. As PCSO risk assess daily routine, analysis of crime statistics
- As Vice Chair of Governors provide support to other Governors and new Governors via skills analysis to identify gaps in skills.

Rob Johnstone

- CEO of Orchard Community Trust in Stoke
- Previous Interim Assistant Director Stoke LA – Learning Services with oversight of the Stoke on Trent Governor support unit.
- Brokering/ commissioning support/challenge for schools causing concern via best practice school to schools networks in a schools led school improvement system.
- Responsible for assessment and moderation within the LA.
- Vice-Chair of Governors Werrington Primary School
- Trustee on the Potteries Education Trust

Stephanie Moran (Executive Principal)

- Executive Head teacher of three schools. Northwood 2010 to present moved from causing concern to Good in 2 years. Hamilton caused concern and moved to Good within 2 years. Successful history of providing school to school support and rapid improvement to raise standards.
- School to school support for two RI schools on behalf of the Local Authority leading to rapid improvement (Ofsted 2016/17)
- Very positive track record of school improvement, as a Head worked in 4 failing schools, all of whom are now Good or Outstanding.
- As a School Improvement Partner, 2008-2010 and Early Years moderator, Experience of commissioning and providing support for challenging schools (2014/17)
- NPQEL Trainer
- Trustee on the Potteries Education Trust

Alison Moore

- Chair of Governors for the ESPRIT Local Governing Board

- Previously Link Governor for Safeguarding and Looked After Children, Pupil Premium and Teaching and Learning
- Experienced in preparing for external audit by regulatory bodies such as EU Managing Authority, Ofsted, Care Quality Commission, Charity Commission, Department for Health and Department for Education
- Significant experience of leadership and management within public and third sector organisations including managing multi-disciplinary teams across a number of locations
- Local Authority Officer working within Employment and Skills in particular working on the production and implementation of the Skills Advisory Panel and Local Industrial Strategy

Patrick Ralison

- Small company director operating as an independent advisor to organisations in the Financial Services (FS) industry
- Finance and Transformation professional who has spent the last 25 years in FS and the last decade delivering major industry related regulatory change initiatives for blue-chip companies
- Specific focus has been Financial Risk Management, enhancing Data & Analytics capability and optimising governance & control frameworks for Board Risk Appetite processes
- An identifiable TCK adult, who is bilingual and having culturally experienced and lived in 7 different countries more than 2 years is also proficient conversing in Spanish and Italian

Paul Atkins

- Former teacher with experience in Primary, Secondary and Post-Sixteen sectors
- Independent Business Consultant, Project and Programme Manager.
- Twelve years experience with Public Sector Clients including the Education & Skills Funding Agency. Extensive Capital Programme experience in the Public Sector.
- Education Service Manager for Southampton City Council responsible for Schools Forum, £142m DSG Settlement, Service Improvement, SEND & Capital Programme
- Systems Thinking specialist.
- PFI Contract management for Schools and Building schools

7. Link Governor/ Trustee visit form

Name:		Date:
Attendees:		School:
TRUSTEE PRIORITY AREA LEADERSHIP AND MANAGEMENT BUSINESS AND FINANCE HR HEALTH, SAFETY AND ESTATES SCHOOL PERFORMANCE AND CURRICULUM SAFEGUARDING	GOVERNOR PRIORITY AREA EARLY YEARS ALL CHILDREN ARE MAGIC SEF SIP	
<u>Specific Focus of visit</u>		
<u>Purpose of visit</u> MONITORING/ QUALITY ASSURANCE VISIT SUPPORT CHALLENGE		
<u>Key activity undertaken</u> LEARNING WALK PUPIL DISCUSSIONS LEADER DISCUSSION PARENT/ CARER DISCUSSION OBSERVATIONS	DOCUMENT SCRUTINY WORK SCRUTINY	
<u>Key Strengths identified</u>		
<u>Key areas for challenge</u>		
Key Follow up Actions Required	By Whom	By When
Any additional evidence attached	Yes	No
Next Visit – date time and purpose		

Link Governor/Trustee Signature:

Date:

.....

School Leader Signature/s:

Date:

.....

When planning for and completing this visit please be aware of the ESPRIT expectations for Governor/ Trustee visits on the back of this visit form.

Link Trustee roles and responsibilities

- To liaise with the appropriate member(s) of staff and link Governor
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Trustees on developments and progress within their area of responsibility
- To quality assure the work of executive leaders through desk top analysis, visits to the school and/or attendance at Link Governor and Leader meetings
- To attend training as appropriate
- To monitor the work of the local community governance committee and executive leaders.

Link Governor Roles and responsibilities

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Local Community Governance Committee, the Link Trustee or, whichever the Governing Body deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Governing Body
- To attend training as appropriate
- To monitor the work of the school via action plans and evaluations
- *Any items which individual governing bodies may wish to include*

School Leader roles and responsibilities

- To liaise with the appropriate member(s) of staff and link Governor / Trustee by setting dates for the school meetings in a timely manner
- To ensure that meetings focus on the review of school improvement plans in readiness for the forthcoming Governor meetings/ reports
- To prepare and present information concerning their area of responsibility to inform Governors/ Trustees
- To regularly report to the Link Governor on developments and progress within their area of responsibility
- To present evidence for quality assurance to inform the evaluation of progress towards priorities through desk top analysis, visits to the school and/or attendance at Link Governor and Leader meetings
- To monitor the work of staff involved via action plans and evaluations

Protocols for meetings

- Where possible link to an existing visit/ activity so as not to create unnecessary workload
- Link Governors/ Trustees to prepare questions and challenge prior to the meeting
- Link Governors/ Trustees to be involved with the setting/agreeing of Objectives
- Link Governors/ Trustees actively participate with suggestion/ideas to help achieve objectives
- Identify areas to target in actions column to see a plan/improvement by the next meeting
- Make personal notes on plan and add as an attachment
- Link Trustee/ Governor to record meeting on visit form.
- Visit form to be shared in a timely way to inform the school/ relevant committee and Trust Board