

The Mercian Trust Code of Governance

Date Last Reviewed: 12 December 2017

Introduction

In order to support the effective operation of The Mercian Trust (the Trust) and the academies within the Trust this document summarises:

- the role and responsibilities of the Trust’s members, the Trust’s board of trustees, the Chair of the Trust, its Chief Executive and other senior employees together with the LGBs established by the Trustees; and
- the expectations of the Trust in respect of the conduct of Trustees and Local Governors.

In this Scheme, the following phrases have the following meanings:

<u>Phrase</u>	<u>Meaning</u>
Academy	An academy maintained by the Trust and “Academies” refers to all of the Trust’s academies.
Accounting Officer	The CEO of the Trust who is appointed by the Board to act as the Trust’s accounting officer as required by the ESFA pursuant to the Financial Handbook. The Accounting Officer is responsible for ensuring appropriate oversight of financial transactions of the Trust.
Articles	The Articles of Association of the Trust.
Board	The board of trustees of the Trust. Members of the Board are known as “Trustees”. As the Trust is a company the Trustees are also directors under company law.
Board Committee	A committee, other than an LGB, established by the Board to help it fulfil its responsibilities.
Chair	The person appointed as chair of the Board pursuant to the Articles.
Chief Executive Officer or CEO	The person appointed by the Board as the chief executive officer of the Trust.

Chief Financial Officer or CFO	The Trust's Chief Financial Officer who is appointed by the Board to act as the Trust's chief financial officer as required by the ESFA pursuant to the Financial Handbook. The CFO should play both a technical and leadership role, including ensuring sound and appropriate financial governance and risk management arrangements are in place, preparing and monitoring of budgets, and ensuring the delivery of annual accounts.
Financial Handbook	The Academies Financial Handbook issued by the Education & Skills Funding Agency (as amended annually).
Funding Agreement	The Master Funding Agreement and the Supplemental Funding Agreement entered into between the Trust and the Secretary of State for Education in respect of the operation of the Academies.
Governance Handbook	The governance handbook issued by the Department for Education for trustees of academies and multi academy trusts and governors of maintained schools.
Local Governing Body or LGB	A committee of the Board established by the Board in respect of each of the Trust's Academies to assist the Board with the discharge of their responsibilities. Members of the LGBs are known as "Local Governors". The LGBs are established pursuant to the provisions in the Articles permitting the establishment of Local Governing Bodies.
Members	The persons who have been appointed as a member of the Trust pursuant to the Articles.
Register of Members	The register of Members maintained by the Trust pursuant to the Companies Act 2006.
Scheme of Delegation	The general scheme of delegation which sets in out in detail the matters and responsibilities retained by the Board and those matters and responsibilities delegated by the Board. Where there is a conflict between the Scheme of Delegation and this Code then the Scheme of Delegation shall prevail.

Scheme of Financial Delegation	The scheme of delegation of financial powers that the Trust is required to operate under the Financial Handbook in order to provide robust internal control arrangements. Where there is a conflict between this Code and/or the Scheme of Delegation and the Scheme of Financial Delegation then the Scheme of Financial Delegation shall prevail.
Trust Leadership Team, or “TLT”	The senior management team of the Trust including but not limited to the CEO, CFO, and the Principals/Headteachers of the Academies.

PART ONE: ROLES & RESPONSIBILITIES

Set out in the Annex to this Code is summary overview of the roles and responsibilities.

1. Members

Academy trusts do not have shareholders; they have Members. The role and rights of Members is analogous to that of shareholders. Members of the Trust do not have rights of ownership in the company like shareholders because the profits of the Trust cannot be distributed to them. However, the Members can control changes in the Articles and other fundamental decisions relating to the Trust.

Members also have the right to remove a Trustee by ordinary resolution (a vote passed by a simple majority of Members).

The Members of the Trust are:

- The Queen Mary's Foundation and two additional persons appointed by The Queen Mary's Foundation;
- The Vine Trust and one additional person appointed by The Vine Trust;
- any other person appointed by the Members by special resolution (a vote passed by a 75% majority of Members).

The names of the Members are set out in the Trust's Register of Members.

The Articles state that there should be a minimum of three Members. However, the DfE encourages trusts to have at least five Members. The DfE also encourage trusts to ensure a distinction between the Members and the Board by ensuring that some Members are independent of the Board. Under the Articles an employee of the Trust cannot be a Member.

Members are not responsible for the "day-to-day" operation of the Trust or the Academies. Their main rights and powers include the right to:

- appoint other Members;
- amend the Articles of Association;
- change the name of the Trust;
- appoint and remove one or more Trustees;
- approve the appointment of the CEO as a Trustee;
- approve the appointment of external auditors;
- receive the annual accounts and annual report from the Board;
- approve any service contracts with Trustees (save for employment contracts) in accordance with the Articles;
- give directions by special resolution to the Board; and
- wind up the Trust.

Matters requiring a special resolution (i.e. 75% of members voting in favour) include:

Section or Article	Resolution	Notes
CA 2006 ¹ , section 21(1)	Amendment to Articles of Association	
CA 2006, section 77(1)	Change of company name	
Article 15A ²	Appointment of Members	Article 15A of the Articles states: <i>The Members may agree by passing a special resolution to appoint such additional Members as they think fit.</i>
Article 16	Removal of Members	Article 16 of the Articles states: <i>In addition to Article 13, the Members may agree by passing a special resolution to remove any Member(s) other than the Queen Mary's School Foundation and the Vine Trust or a Member appointed by relevant body under Articles 12b and 12c or any replacement of that Member appointed pursuant to Article 13. The Member whose proposed removal is the subject of the resolution shall not be entitled to vote on that resolution</i>
Article 93	Directions to the Board	Article 96 of the Articles states: Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Academy Trust shall be managed by the Trustees who may exercise all

¹ CA 2006 means the Companies Act 2006

		the powers of the Academy Trust.
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Matters requiring an ordinary resolution (i.e. a simple majority of members voting in favour) include:

Section or Article	Resolution	Additional Notes
Article 25	Election of chairman	Article 25 of the Articles states: <i>The Members present and entitled to vote at the meeting shall elect by ordinary resolution one of their number to be the chairman and such election shall be binding on all Members and Trustees present at the meeting.</i>
Article 45	Change to the minimum number of trustees/directors	Article 45 of the Articles states: <i>The number of Trustees shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.</i>
Article 50	Members appointment if trustees/directors	Article 50 of the Articles states: <i>The Members may appoint by ordinary resolution up to two Trustees.</i>
Article 57	Appointment of CEO as a Trustee.	Article 57 of the Articles states: <i>Providing that the Chief Executive Officer agrees so to act, the Members may by ordinary resolution appoint the Chief Executive Officer as a Trustee.</i>
CA 2006, section 168(1) and/or Article 66	Removal of trustee/director	Article 66 of the Articles states:

		<i>A Trustee shall cease to hold office if he is removed by the person or persons who appointed or elected him, or otherwise by ordinary resolution of the Members in accordance with the Companies Act 2006.</i>
CA 2006, section 239(2)	Ratification of acts by directors	
CA 2006, section 319(1)	Election of chairman of a general meeting (if the articles do not state who may or may not be chairman).	
CA 2006, section 485(4)	Members' appointment of auditors of private company.	
CA 2006, section 492(1)	Fixing of auditor's remuneration who is appointed by the members.	
CA 2006, section 510(2)	Removing auditor from office.	

Every Member of the Trust is required to counter-sign an appointment letter on their appointment. This letter sets out the nature of the role and the expectations of the Trust as to how they should perform the role.

The Articles contain the essential rules relating to the appointment and removal of Members and the conduct of general meetings.

The Financial Handbook also sets out further guidance for Members.

2. The Board

The role of the Board, as fulfilled directly by the Board, Board Committees or the LGBs is fundamentally strategic and focused on three core strategic functions set out in the Governance Handbook, namely:

- ensuring clarity of vision, ethos and strategic direction for the Trust and the Academies;
- holding the CEO and the TLT to account for the educational performance of the Academies and their pupils; and

- overseeing the financial performance of the Trust and the Academies and making sure that money is well spent.

Members of the Board are known as Trustees. The Trustees are both directors under company law and trustees under charity law.

The Board may delegate its responsibilities to its committees, the CEO and the TLT. However, it cannot delegate accountability and the Board therefore retains accountability for the proper and effective operation of the Trust and its Academies.

The composition of the Board is set out in the Articles. The Board comprises of:

- up to seven individuals appointed by the Members;
- up to four individuals co-opted to the Board by the Trustees.

The key functions of the Board are as follows:

Strategy and Policy

- a) Setting the overall policy objectives of the Trust and agreeing any amendments to these. This is undertaken through the consideration and approval of a strategic plan proposed to the Board by the TLT and the individual Academy strategies.
- b) Approving major strategies.
- c) Annually considering the Trust's responses to its regulators (e.g. DfE, ESFA & OFSTED) requirements for regular returns as well as any investigations and reports prepared and published by such regulators.

Financial Management and Control

- d) Approving the budget and cash flow forecast.
- e) Approving long term financial forecasts (including the Business Plan).
- f) Receiving and considering a regular report on the Trust's performance against key financial indicators and reviewing or agreeing any corrective action necessary.
- g) Acting in relation to any serious under-performance or any danger to the Trust's financial security.
- h) Entering into any significant risks outside delegated authority.
- i) Ensuring the Trust's assets are protected including the maintenance of adequate insurance cover.
- j) Agreeing authorised signatories for returns and submission to regulators.

Education

- k) Monitoring performance against the Trust's education performance targets.
- l) Agreeing policy for new schools and academies to join the Trust.

Borrowing

- m) Agreeing any borrowing strategy and methods for raising funds.

Personnel

- n) Setting salaries for the TLT posts following recommendation by the Pay, Personnel and Performance Committee. The setting of salaries for all other posts, is delegated to the Pay, Personnel and Performance Committee.
- o) Approving material changes in the Trust's senior management staffing structure.

General Management

- p) Creating or delegating authority to any committees.
- q) Agreeing amendments to standing orders, delegated authority and authorised signatories for all bank accounts.
- r) Public relations and marketing policy.
- s) Appointment of solicitors, bankers and auditors.
- t) Out of court settlement of legal claims by or against the Trust (other than items specifically delegated to staff).
- u) Appointing or dismissing the members of the TLT.
- v) Setting expenses policy for Board Members.

The Scheme of Delegation sets out further details of the matters to be determined by the Board.

3. The Chair of the Board

The Chair of the Board shall be elected on an annual basis in accordance with the Articles.

The role of the Chair shall be to:

- ensure effective and efficient conduct of the Trustees' business and in particular:
 - agree with the CEO the agenda for all of the Board's meetings;

- invite members of the TLT, staff and professional advisors to Board meetings to comment and advise on board business as appropriate;
 - guide each meeting through the items on the agenda (unless modified with agreement of the board);
 - give immediate rulings on complaints and queries relating to the procedure and conduct of the meeting (the Chair's decision being final);
 - to ensure that all Trustees are given the opportunity to express their views before any important decision is taken but to ensure that only those who are entitled to speak (eg those without a conflict of interest) are invited to do so;
 - to determine at Board meetings whether any late items will be accepted on to the agenda.
- establish a constructive relationship between the Board, the CEO and the TLT and in particular:
 - liaise with the CEO to keep an overview of the organisation's affairs and to provide support as appropriate;
 - attend meetings with the CEO and the TLT on a regular basis;
 - review and appraise the performance of and deal with disciplinary and any other personal matters concerning the CEO in accordance with the CEO's service agreement;
 - to ensure when a vacancy arises that the CEO is replaced in a timely and orderly fashion.
 - represent the Trust at public occasions and make comments on behalf of the Trust to the press and other media.

Where appropriate urgent decisions that arise between meetings, these should be dealt with by "Chair's Action" on the basis of a written report from the CEO which clearly states, amongst other things, why the item concerned could not be brought to a regular meeting and why it would qualify for Chair's Action. This report must form part of the papers to the next Board or relevant Committee meeting.

Notwithstanding any provisions of the Articles or this Code, if the Chair, or Vice Chair, is of the opinion that a matter of urgency exists either after receiving the CEO's written report or as a result of other information that is brought to their attention and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, any Academy, pupil or their parent or a person who works at the Trust, then, in consultation with the CEO, they may exercise any function of the Trust which can be delegated to an individual or any function relating to the exclusion of pupils.

The _____ Chair _____ may decide, on receipt of a request for Chair's Action, that a matter is

sufficiently important to require a special Board meeting, in which case a meeting shall be called promptly.

In the event of an emergency occurring which needs a prompt decision and it is not covered by the delegated authority specified within this Code or the Scheme of Delegation or Scheme of Financial Delegation, the CEO, after personal or telephone consultation with the Chair (or Vice-Chair in his/her absence), may take appropriate action as necessary. Any such action should be reported in writing to the next Board or relevant Committee meeting for ratification.

4. The Trust Leadership Team (TLT)

The TLT has corporate responsibility for the overall formulation and implementation of the Trust's policies and procedures.

The purpose of the TLT is to:

- assist the CEO and CFO in the formulation and implementation of strategic policy initiatives which will advance the aims and objectives of the Trust;
- ensure that the policies set by the Board are put into practice efficiently and in a co-ordinated way;
- advise and report to the Board and committees in an accurate and co-ordinated way;
- identify and resolve inter-academy or inter-departmental problems;
- communicate effectively with staff, both to keep them informed of decisions and to obtain their contribution to decision making;
- ensure that the Trust's performance is monitored and that corrective action is taken (where within delegated authority) or recommended to the Board;
- develop annual plans (in accordance with guidelines approved by the Board) and programmes for the Trust's activities and to monitor their effectiveness and efficiency;
- provide leadership and support to second tier management;
- co-ordinate preparation of the agenda and papers for Board and committee meetings.
- act as a risk assessment panel.

The TLT comprises the following staff:

- the Chief Executive Officer;
- the Principal/Headteacher of each Academy;
- the CFO;
- other Senior Managers, as required to assist the TLT.

The CEO is the Trust's Accounting Officer and the CFO is the Trust's Chief Financial Officer. Further details of the role and obligations of the Accounting Officer and Chief Financial Officer are set out in the Financial Handbook.

The CEO chairs TLT meetings. In the CEO's absence, meetings will be chaired by a member of the TLT nominated by the CEO. Votes will not be taken at TLT meetings unless requested by the CEO.

The TLT is a means by which the Trustees will ensure the proper management of the Trust and seek to gain agreement and/or commitment to decisions and recommendations to be put to the Board. The TLT is empowered to determine its own working methods.

The TLT meets at least monthly and may meet more frequently if required by the CEO. The CEO will prepare the agenda but any TLT member has the right to put items on the agenda.

Decisions of the TLT within the parameters of existing policy may be implemented forthwith. Matters requiring new policies or major revisions to existing policy will be referred to the Board or relevant committee.

The boundaries of the TLT's responsibilities are as set by the Trust's business plan as approved by the Board and any other strategies which have been approved by the Board or relevant committee.

The CEO will ensure that minutes are kept of all TLT meetings and that these are circulated to all TLT members, within one week of the relevant meeting.

For the efficient and effective management of the Trust, the Board has delegated certain powers to senior staff to make decisions (including financial commitments) within policies agreed by the Board or committees.

Authority to commit expenditure is defined in the Trust's Scheme of Financial Delegation.

The CEO

In very general terms, the CEO is responsible for:

- acting as the Trust's Accounting Officer;

- manage the Trust's relations with the Regional School Commissioner's office, the DfE, the ESFA and other regulatory bodies;
- exercise the delegated authorities of the members of the TLT in the absence of the postholder;
- appoint consultants within the terms and procedures agreed by the Board;
- make PR statements and manage the Trust's media relations.

In fulfilling his or her role, the CEO is assisted by the TLT, in particular:

- education performance management is delegated by the Board to the Principal/Headteacher of each Academy with the TLT providing peer support and challenge for the operation of the Academies collectively; and
- the day-to-day oversight and implementation of the budget is delegated by the Board to the Trust's CFO with the support of the business managers.

The TLT may delegate such functions across the TLT as it determines as appropriate.

5. Local Governance - the LGBs

In order to assist with the discharge their responsibilities, the Trustees have established LGBs for its Academies. The LGBs shall be committees established pursuant to Articles 100 to 104 (inclusive) of the Articles which are referred to in the Articles as local governing bodies. An LGB may work with two or more academies.

There are separate terms of reference which set out the role and functions of LGBs.

The membership of each LGB shall be as set out in the LGB Terms of Reference approved by the Board from time to time. LGBs membership will include:

- at least two parent members;
- two staff members;
- the relevant Principal/Headteacher;
- up to four persons appointed by the Board of Trustees; and
- subject to Board approval, up to three persons co-opted by members of the LGB.

Queen Mary's High School and Queen Mary's Grammar School shall also have such number of members appointed by the Queen Mary's Foundation to outnumber all of the members in other categories, by one.

Walsall Studio School Shall also have such number of members appointed by the Vine Trust to outnumber all of the members in other categories, by one.

The LGB shall:

- act as a critical friend to the Head Teachers of the Academies;
- represent the views of the community in discussions on budget issues that relate to community engagement and activity and make recommendations to the Head Teachers of the Academies;
- support the TLT and other senior management staff to deal with parental complaints pursuant to the Trust policy on parental complaints; and
- support the Head Teachers of other Academies in exclusion processes where appropriate.

A more detailed list of the responsibilities of the LGBs is set out in the Scheme of Delegation.

6. Local Leadership - the Principals/Headteachers

The Principal/Headteacher of each Academy shall have responsibility to provide professional leadership for the Academy and secure its success and improvement, ensuring high quality education for all its pupils and good standards of learning and achievement.

The terms of the appointment of the Principal/Headteacher shall be set out in his terms of employment but subject to the responsibilities of the LGBs and the policy statements of the Board. Each Principal/Headteacher shall be responsible for:

- implementing the agreed policies and procedures laid down by the LGB including the implementation of all statutory regulations;
- advising the LGB on strategic direction, forward planning and quality assurance;
- the leadership and management of the Academy and the staff of the Academy;
- advising the LGB (and/or the admissions committee, where applicable) on the admission of pupils;
- managing the delegated budget and resources agreed by the LGB;
- informing the LGB on the appointment (which must be made following the Trust's agreed procedure for staff appointments), salary grading, allocation of duties, appraisal and discipline of all staff;
- the maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the LGB; and

- all such additional functions as may be assigned under the job description or contract of employment.

PART TWO: CONDUCT

7. The Board, Board Committees & LGBs

The Trust:

- aims to establish a board that is competent, accountable, independent and diverse that promotes best practice in governance;
- aims to make sure that its directors promote and uphold high standards of conduct, probity and ethics;
- requires its Trustees to act in accordance with the Articles, this Code and the Financial Handbook

In order to assist the Board achieve this, the Trust has adopted the code of conduct for Trustees, Board Committee Members and Local Governors which is set out in a separate documents to this Code (the “Code of Conduct”).

Publicity & Social Media

Every Trustee, Board Committee Member and Local Governor must comply with the Trust’s policies on social media and public statements.

Process for Trustee suspension

The Board may by resolution suspend a Trustee for all or any meetings of the Board, or of a Board Committee, for a fixed period of up to 6 months on one or more of the following grounds:

- that the Trustee, being a person paid to work at an academy, is the subject of disciplinary proceedings in relation to his/her employment;
- that the Trustee is the subject of proceedings in any court or tribunal, the outcome of which may be that he is disqualified from continuing to hold office as a Trustee under the Articles;
- that the Trustee is in breach of any of the provisions of this Code which the Board believes has, or could, bring the Trust, the Board, the Academies or his/her office into disrepute;
- that the Trustee has acted in a way that is inconsistent with the ethos of the Trust and has brought or is likely to bring the Trust, the Board, the Academies or his office into disrepute; or
- that the Trustee is in breach of his duty of confidentiality to the Trust or to any member of staff or to any pupil at an Academy.

A resolution to suspend a Trustee from office shall not have effect unless the matter is specified as an item of business on the agenda for the meeting of which notice has been given in accordance with the Articles.

Before a vote is taken on a resolution to suspend a Trustee, the Trustee proposing the resolution shall at the meeting state his reasons for doing

so. The Trustee who is the subject of the resolution shall then be given the opportunity to make a statement in response before withdrawing from the meeting.

In the event that a Trustee is suspended, the Trustee shall remain entitled to receive notices of, and agendas and reports or other papers, for meetings of the Board or any Board Committee during the period of his suspension.

Sanctions against Local Governors

LGBs are committees of the Board. The Board therefore has the right to remove a Local Governor or suspend (on whatever terms it believes is appropriate) a Local Governor where in the Board's absolute discretion it believes it is in the interests of the Trust to do so. In respect of Local Governors appointed by the Queen Mary's Foundation, they shall not be removed by the Board unless with consent of Queen Mary's Foundation or where such Local Governors have failed to adhere to the Code of Practice.

Expenses

The Trust's "Trustee and a Local Governor Expenses Policy" sets out the circumstances in which and the basis expenses may be claimed when acting on Trust business.

Grievances

Many concerns or disputes can be resolved by simple clarification or the provision of information. Trustees, Board Committee Members and a Local Governor should explore all informal means of resolving issues before pursuing a grievance. Trustees, Board Committee Members and a Local Governor should also reflect on their responsibilities and duties, including acting in good faith and in the best interests of the Trust.

If a Trustee, Board Committee Member or a Local Governor wishes to raise a grievance, then they should make known their complaint in writing to the Chair of the Board. If the complaint is about the Chair then the complaint should be sent to the Vice-Chair or CEO. The written complaint should include details of the complaint, details of how the matter has been dealt with so far, the names of potential witnesses, dates and times of events and copies of all relevant documents. It should also include a clear statement of the actions that they would like the Trust to take to resolve the concern.

The Chair will investigate the issue within 15 working days and inform the complainant of his/her findings. If the complainant is not satisfied with the outcome, the matter will be referred to a panel comprising of at least three Trustees selected by the Chair. The Panel will be convened within 15 working days and will make its decision known within 15 working days of it sitting. The decision of the panel is final and will be reported to the Board as a confidential item at the next timetabled Board meeting.

8. The Trust Leadership Team (TLT)

The Board shall at all times be mindful of the inherent conflict between the operational and managerial role of the Principal/Headteacher/CEO and their

ability to fulfil any governance function to which they are appointed within the Trust, namely:

- ensuring clarity of vision, ethos and strategic direction for the Trust and the Academies;
- holding the TLT to account for the educational performance of the Academies and their pupils; and
- overseeing the financial performance of the Trust and the Academies and making sure that money is well spent.

Duty of the TLT to the Board

The TLT have a duty to ensure that the Board, Board Committees and LGBs (as appropriate) are informed so as to be able to carry out their strategic and governance responsibilities.

Information should be provided in a usable, clear and concise way and should not swamp Boards with data from which it is difficult to extract the key points.

The following general principles should be followed by staff:

- any item requiring a decision of the Board must be supported by a written report;
- such written report should state clearly the purpose of the report, any recommendations or, if none, why the report is being presented;
- any financial consequences (see below);
- whether the recommendation conflicts with existing policy or creates a precedent affecting other areas.

Written reports should normally be sent out so that Trustees receive them seven days before a meeting. Where this is not possible, papers will include a draft report, and final reports should be dispatched so that Trustees receive them at least three days before. Items should not be tabled at Board or Board Committee meetings unless genuinely urgent, in which case a brief written report should be tabled which clearly states, amongst other things, why the item concerned could not be the subject of a normally circulated report.

A schedule of all Board, Board Committee and LGB meetings will be prepared annually and distributed to Trustees. The timetable shall be drawn up so as to allow the necessary reporting between different committees and from committees to the Board.

Trustees will receive written notice of each Board Meeting at least seven days before the date of the meeting. The notice will include the agenda for the meeting and will normally include all written reports to be dealt with at that meeting.

The draft minutes of each meeting will be circulated to the Chair for approval within fourteen days of the meeting being held. The finalised minutes will be

circulated to the members of the Board or relevant Board Committee and appropriate staff as soon as they are prepared.

Reports should be kept for at least seven years from the date of the meeting at which they are presented.

It is particularly important that reports identify clearly the financial consequences of the decision sought from the Board or Committee, etc. The assessment of financial consequences should include where relevant the following:

- the impact on the Trust's and (if appropriate) an Academy's budget;
- compliance with the Funding Agreement and Financial Handbook;
- the impact on the Trust's business plan.

If any Trustee or Local Governor has reason to complain about the conduct or efficiency of any employee (other than the CEO), the member shall make known his/her complaint in writing to the Chair and the CEO. The CEO will investigate the complaint and inform the Chair and the complainant of the result of the investigation and of any steps which have been taken as a consequence of this. In the case of a complaint against the CEO, the complaint shall be made to the Chair and the matter investigated by the Chair and Vice-Chair.

Members

- appointing trustees to MAT Board
- acting as “ambassadors” for the MAT
- high-level monitoring the overall effectiveness of the MAT
- acting as a last line of resort in holding the Board to account

Trustees

- strategic oversight, setting vision and policies for the MAT
- ensuring appropriate governance and decision making
- dealing with contractual relationships with third parties
- ensuring compliance with all regulatory requirements
- oversight of standards & outcomes of academies
- oversight of finances & effective use of funds
- setting appropriate targets and holding TLT and local leadership to account
- agreeing and monitoring budgets
- reviewing performances across the academies & the MAT

CEO/TLT

- CEO chairs TLT and communicates to the Board on behalf of TLT
- TLT responsible for leading the development and delivery of the MAT’s strategy for approval by the Trustees
- CEO key communication role on behalf of the MAT with RSC, other regulatory bodies (e.g. ESFA) and government
- CEO acts as the MAT’s Accounting Officer

LGBs

- “day-to-day” oversight of running of the academies in terms of learning, standards, safety and wellbeing
- carrying out the MAT’s vision policies & priorities
- holding local academy leadership to account for academic performance, quality of care & provision
- overseeing & monitoring the effectiveness of learning strategies
- supporting the Board and its committees in relation to proper use of funds & delivering high quality educational provision
- to advise and act as a critical friend to the Head Teacher and to advise the Board about local issues they need to consider that affect the Academy
- to represent the interests of the Academy community in the running of the Academy and to represent the Academy in its community
- to provide support to the Head Teacher in undertaking appropriate day to day procedures that are essential to the life of the Academy, such as disciplinary and complaint procedures

Heads

- provide professional leadership for the Academy and secure its success and improvement, ensuring high quality education for all its pupils and good standards of learning and achievement
- implementing the agreed policies and procedures laid down by the LGB including the implementation of all statutory regulations
- advising the LGB on forward planning and quality assurance
- provide leadership and management of the Academy and its staff
- managing the delegated budget and resources agreed by the LGB
- responsibility for delivery excellent educational provision at the Academy