



# Abbey Multi Academy Trust

## Overview of the Role of the Board and Executive Leadership Group

### Terms of Reference

Adopted by the Board of Trustees:  
18<sup>th</sup> October 2017

## 1. Introduction

- 1.1. In order to support the effective operation of the Trust and the academies within the Trust (the **Group**) this document summarises the role and responsibilities of the Trust's board and its (the **Executive Leadership Group**)
- 1.2. The Board shall review annually this document.

## 2. The Board

- 2.1. The Board has overall responsibility for the Trust and delegates a number of responsibilities to its committees, officers and staff. In delegating its responsibilities to its committees, the Board expects members of its committees to possess the relevant skills; and that members appointed to the Board with such specialist skills are expected to sit on the relevant committee. However, it retains the ultimate responsibility for all actions taken in the Trust's name.
- 2.2. The role of the Board is to set the overall aims and objectives of the Trust and to ensure that the organisation is meeting these and keeping within its legal and moral obligations. The Board is also responsible for ensuring the financial well-being of the Trust.
- 2.3. The functions of the Board are as follows:

### Strategy and Policy

- 2.3.1. Setting the overall policy objectives of the Trust and agreeing any amendments to these. This is undertaken through the consideration and approval of a Business Plan proposed to the Board by the Executive Leadership Group and the individual academy's strategies.
- 2.3.2. Approving major strategies.
- 2.3.3. Annually considering the Trust's responses to its regulators (e.g. DfE, EFA & OFSTED) requirements for regular returns as well as any investigations and reports prepared and published by such regulators.

### Financial Management and Control

- 2.3.4. Approving the budget and cash flow forecast.
- 2.3.5. Approving long term financial forecasts (including the Business Plan).
- 2.3.6. Receiving and considering a regular report on the Trust's performance against key financial indicators and reviewing or agreeing any corrective action necessary.
- 2.3.7. Acting in relation to any serious under-performance or any danger to the Trust's financial security.

- 2.3.8. Entering into any significant risks outside delegated authority.
- 2.3.9. Ensuring the Trust's assets are protected including the maintenance of adequate insurance cover.
- 2.3.10. Agreeing authorised signatories for returns and submission to regulators.

#### Education

- 2.3.11. Monitoring performance against the Trust's education performance targets.
- 2.3.12. Agreeing policy for new schools and academies to join one of the Trust.

#### Borrowing

- 2.3.13. Agreeing a borrowing strategy and methods for raising funds.
- 2.3.14. Considering and approving specific loans and the terms and conditions attached to those loans.

#### Personnel

- 2.3.15. Setting salaries for the Senior Management Team posts following review by the remuneration committee, and that the setting of salaries for all other posts, is delegated to the remuneration committee.
- 2.3.16. Approving material changes in the Trust's senior management staffing structure.

#### General Management

- 2.3.17. Creating or delegating authority to committees or other Board Member bodies.
- 2.3.18. Agreeing amendments to standing orders, delegated authority and authorised signatories for all bank accounts.
- 2.3.19. Public relations and marketing policy.
- 2.3.20. Appointment of solicitors, bankers and auditors.
- 2.3.21. Out of court settlement of legal claims by or against the Trust (other than items specifically delegated to staff).
- 2.3.22. Appointing or dismissing the members of the Senior Management Team.
- 2.3.23. Setting expenses policy for Board Members.

### 3. The Executive Leadership Group

3.1. The Executive Leadership Group has corporate responsibility for the overall formulation and implementation of the Trust's policies and procedures.

3.2. The purpose of the Management Team is to:

- assist the CEO 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.

3.3. The Executive Leadership Group comprises the following staff:

3.3.1. The Principals of each Academy;

3.3.2. Director of Finance and Corporate services;

3.3.3. Head of HR

3.4 The CEO is the Trust's Accounting Officer and the FD 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.

- 3.5 The CEO shall chair Executive Leadership Group meetings. In the CEO's absence, meetings will be chaired by a member of the team nominated by the CEO. Votes will not be taken at Executive Leadership Group meetings unless requested by the CEO.
- 3.6 The Executive Leadership Group is a means by which the CEO manages the Trust and seeks to gain agreement and/or commitment to decisions and recommendations. The Management Team is empowered to determine its own working methods.
- 3.7 The Executive Leadership Group shall meet at least half termly and may meet more frequently if required by the CEO. The CEO will prepare the agenda but any Executive Leadership Group member has the right to put items on the agenda.
- 3.8 Decisions of the Executive Leadership Group 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 Leadership Group.
- 3.9 The boundaries of the Executive Leadership Group'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.
- 3.10 The CEO will ensure that minutes are kept of all Executive Leadership Group meetings and that these are circulated to all Executive Leadership Group members, within two weeks of the relevant meeting.
- 3.11 For the efficient and effective management of the Trust, the Board has delegated certain powers to the Executive Leadership Group to make decisions (including financial commitments) within policies agreed by the Board or committees.
- 3.12 Authority to commit expenditure is defined in the Trust's Financial Regulations.

### The CEO

- 4.1 In very general terms, the CEO is responsible for the internal organisation, management and control of the Trust together with advising on and implementing the Trust's agreed strategy.
- 4.2 Subject to the Scheme of Financial Delegation, the CEO is permitted to:
  - a) enter into contracts for:
    - revenue expenditure or the forgoing of income within budget or other limits set by the Board;

- employment of staff within the agreed establishment and terms and conditions of employment;
- b) sign all certifications required by the Trust's regulators (except for those which expressly require another signatory e.g. the Chair);
- c) take disciplinary action against staff in accordance with the Trust's procedures;
- d) sign employment contracts within the agreed terms and conditions of employment;
- e) agree for new schools and academies to join the Trust within the policy approved by the Board and the objectives of the Trust's business plan;
- f) within the objectives of the business plan agreed by the Board and the policies and procedures of the Trust, enter into non-contractually binding negotiations with any organisation or individual to undertake activities pursuant to those objectives;
- g) enter into service level agreements with other bodies;
- h) make formal representations to the auditors on behalf of the Trust;
- i) sign collateral warranties;
- j) sign building contracts of a contract sum of less than £200,000 on schemes approved by the Board (other building contracts also requiring the signature of a Trustee);
- k) enter into leases and agreements to lease pursuant to the decisions of the Board (if not required to be executed as a deed);
- l) exercise the delegated authorities of the members of the Management Team in the absence of the postholder;
- m) appoint consultants within the terms and procedures agreed by the Board.

In fulfilling his or her role, the CEO is assisted by the Executive Leadership Group, in particular:

- education performance management is delegated by the CEO and Principals; and
- the day-to-day oversight and implementation of the budget is delegated by the CEO to the FD.

The CEO may delegate such functions across the Leadership Group as he or she may reasonably consider appropriate.

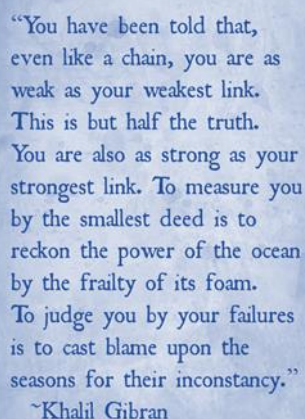
## Executive Leadership Group Terms of Reference

This Executive Leadership Group has collective responsibility for the strategic oversight of all aspects of the well-being and success of each individual academy within Abbey Multi Academy Trust and, therefore, across the Trust.

This leadership layer is designed to increase strategic and collaborative capacity and, ultimately, improvement within Abbey Multi Academy Trust. The Group accepts the moral responsibility and imperative to impact on student outcomes and development by working **In partnership to Educate, Nurture and Empower** all staff and students.

Central to the well-being of our Multi Academy Trust is the idea of Koinonia or community. We are a family of schools made up of individual staff and students; all are needed and valued, and each person is important to the whole.

We adopt a collegiate approach of mutual support for each other and the sharing of expertise ('we not me') and operate under the premise that we are as strong as our strongest link:
















"You have been told that, even like a chain, you are as weak as your weakest link. This is but half the truth. You are also as strong as your strongest link. To measure you by the smallest deed is to reckon the power of the ocean by the frailty of its foam. To judge you by your failures is to cast blame upon the seasons for their inconstancy."  
~Khalil Gibran

### Members:

 Carol Kitson	CEO/Executive Principal (Secondary)
 Catherine Garrett	Director of Education
 Helen Pratten	Executive Principal (Primary)
 Jon Norden	Principal (Abbey Grange C of E Academy)
 Tom Rothwell	Principal (Lightcliffe Academy)
 Paul Cooper	Principal (Bishop Young C of E Academy)
 Ashleigh Dunn	Headteacher (St Chad's C of E Primary School)
 Darren Foulke	Headteacher (Holy Trinity C of E Primary Academy)

 Charlie Woodbridge	Headteacher (Lightcliffe C of E Primary Academy)
 Jane Kent	Head of School (Manston St James C of E Academy)
 Ian Harmer	Director of Finance and Corporate Services
 Liz Hayden	Head of Human Resources








### Purpose:

-  To support and assist the CEO by providing dynamic and professional leadership and management across Abbey Multi Academy Trust
-  To reflect 'policy in practice' by sharing and modelling the Trust's vision and values in work and practice.
-  To develop and motivate staff throughout the Trust through the actions and decisions of the Group.
-  To set high expectations for staff and students
-  To embed learning and teaching strategies to ensure progress, assure standards and raise achievement.
-  To contribute to rigorous and on-going self-evaluation for individual academies across the Trust, on the premise that the whole can only be as good as its weakest link and we work collectively so that the whole is as strong as the strongest link
-  To maintain clear expectations, high standards of professionalism and collaboration to meet the Trust's improvement and development priorities
-  To address any underperformance and initiating appropriate intervention with individual academies.
-  To collectively offer support and challenge for academies in the Trust in terms of standards and student outcomes.
-  To collectively ensure Trust-wide improvement work, ensuring the vibrant sustainability of the Trust.
-  To deliver academy improvement within the Trust and within our local education communities.
-  To lead by example, presenting a highly positive, professional role model for all stakeholders in the Trust.
-  To liaise effectively with all stakeholders, including parents, students, connected schools, academies and nurseries, higher education institutions, the Diocese and local church groups, business and community partners and the wider community both collectively and as appropriate to designated strategic responsibilities.



## Remit and Responsibilities

### We will:

-  Lead on the implementation and translation of the vision and strategy of the Trust into workable operational plans.
-  Provide overall strategic leadership and, with others, lead, develop and support the strategic direction, vision, values and priorities of the Trust and the individual academies within it.
-  Work to expand the scope and reach of Abbey Multi Academy Trust within the Diocese of Leeds, increasing the prestige of the organisation on a local and national stage.
-  Take a collegiate approach to the development of the Trust and each academy within it, by working in collaboration with the Local Governing Bodies, setting the direction and approach for each academy within the vision and strategic direction for the Trust set with the Board of Directors.
-  Ensure there is appropriate consistency and collaboration across the Trust so that we all benefit from excellence and efficiencies.
-  Ensure, as part of a self-improving school system, that the Trust is able to support itself, developing leadership capacity and system leadership so that the Trust can be self-sustaining and progressive.
-  Work flexibly and creatively, recognising the different contexts, starting points and needs of individual academies.

### Work co-operatively and supportively as a collective to cover key areas including:

-  Building vision and setting directions through whole-school organisation, strategy, development and widespread ownership of the direction
-  Teaching and learning
-  Management of staff and resources
-  Understanding and developing people at all levels
-  The development, implementation and evaluation the Trust's policies, practices and procedures.
-  Financial planning and sustainability
-  Development of Improvement Planning
-  Development of Self Evaluation practices
-  Quality assurance of all aspects of provision
-  Assessment of Risks

# School to School Consistency and Collaboration

