



Learning Partners
academy trust

The Power of Partnership



Working in Partnership

Culture, Engagement & Governance

Culture Engagement & Governance



Trustees

- Review and agree the vision, values, strategy and long-term targets (KPIs) for the Trust
- Legally and collectively accountable and responsible for the Academy Trust, ensuring there is compliance with regulatory, contractual and statutory requirements
- Responsible for ensuring processes are in place to satisfy the Articles of Association and the MFA
- Able to delegate responsibilities to sub-committees of the Board primarily resourced by Trustees, to local governing bodies (LGBs) and to senior executives. However, Trustees still have overall accountability
- Responsible for ensuring that Trustees and LGB Chairs have the right levels of skills and experience (including succession management, induction and training)
- Responsible for evaluating Trust-wide processes and effectiveness (at Trust and LGB level)
- Communicate a clear vision, strategy and long-term objectives, recognising the need for links with parents, carers and guardians



Culture, Engagement & Governance

Executive

- Propose the Trust strategy for Board review, supported by KPIs and objectives
- Execute the Trust strategy
- Monitor performance against strategy and KPIs
- Responsible for regular status and performance reporting to the Board
- Provide leadership and support to schools in the development and execution of local strategic plans
- Executes on behalf of the Board, ensuring statutory compliance and planned performance
- Makes recommendations to the Board in order to improve Trust performance / processes
- Supports the Board and LGBs to ensure good governance, evaluation, succession management, induction and training
- Ensure effective communication between the Board, LGB Chairs, Headteachers and all staff, ensuring Trust priorities are understood
- Ensure Trust and school priorities are being effectively communicated across school communities, including parents, carers, guardians and staff

Culture, Engagement & Governance

Local Governing Body

- Responsible for overseeing the implementation of the Trust Board's strategy as it applies to the school
- Provide challenge and support in the development of the school's strategic plan
- Oversee the development and review of the school's strategic improvement plans and conduct regular performance evaluation
- Responsible for ensuring Trust and school-specific processes are effective and in line with the Articles of Association and the MFA
- Responsible for resource management (recruitment, induction and training) within the LGB
- LGB Chair (with the Headteacher) to ensure that all governors are provided with the correct Trust/school specific information and training necessary to discharge their role
- Nomination of LGB Chair, vice chair and other roles as appropriate
- Responsible for evaluating own processes and effectiveness
- Responsible for regular status and performance information reporting to the Board and Central Team
- Responsible for communicating their activities and issues of likely concern to key stakeholders across the school community
- Responsible for monitoring and management issues and concerns raised across the wider school community (including parents, carers and guardians) escalating as necessary



Working in Partnership

Culture, Engagement & Governance

Headteacher

- Responsible for ensuring effective clerking and administrative support for LGB, in consultation with the Central Team
- Responsible for developing the school's annual development and improvement plans, ensuring effective self-evaluation in consultation with the Central Team
- Responsible for executing the strategic and local plans
- Responsible for developing the school's strategic plan in line with Trust expectations
- Responsible for ensuring up-to-date governance information is available on the school website
- Responsible for ensuring GIAS is kept up-to-date
- Responsible for ensuring the LGB Chair and governors are provided with the correct information about the Trust/school required for their role
- Responsible for working with the LGB Chair to ensure views of the LGB are communicated to Trustees and the Central Team
- Responsible for ensuring that the Trust and school priorities are understood by staff, parents, pupils and other stakeholders

Education Improvements & Curriculum



Education Improvement

Trustees

- Responsible for oversight and assurance of educational performance: with particular focus on ensuring visibility of attainment and progress of disadvantaged pupils
- Ensure effective performance reporting from Executive leaders for the educational performance of schools across the Trust
- Set targets for educational performance across the Trust in line with the strategy and vision
- Monitors and evaluates the quality of teaching

Executive

- Propose education performance targets for Trust review and agreement
- Report to Trustees on school performance against targets
- Provide professional support and challenge schools to help drive improvement and ensure high academic standards (using quality reviews, external inspections and other data to inform plans)
- Responsible for monitoring progress and attainment of different groups of pupils across the Trust
- Responsible for supporting and challenging school improvement plans

Education Improvement

Local Governing Body

- Responsible for supporting the Headteacher to respond to recommendations from internal and external inspections / reviews
- Responsible for supporting the school in evaluating its strengths and weaknesses
- Responsible for reviewing and challenging progress and attainment of different groups of pupils against targets
- Responsible for reviewing and challenging the provisions in place for different groups
- Responsible for understanding the school's assessment of teaching quality and supporting schools to develop improvement plans
- Responsible for escalating concerns and issues to the Trust Board

Headteachers

- Responsible and accountable for understanding and evidencing the strengths and weaknesses of the school, its education provision and the resulting attainment and progress of pupils across all groups
- Responsible and accountable for the quality of teaching in the school, conducting accurate self-assessment and developing improvement plans (with the LGB and Central Team support)
- Responsible and accountable for evaluating school performance and for developing and implementing action plans to improve performance
- Works with the wider Trust (other school leaders and the Central Team) to ensure plans are robust, challenging and realistic


Curriculum

- Responsible for ensuring the design and implementation of a curriculum which supports the delivery of the Trust's overall strategy and is linked to key educational improvement priorities

- Responsible for proposing a curriculum which delivers the Trust's strategy, including guidance for key stages
- Responsible for monitoring the implementation and effectiveness of the curriculum across all schools
- Ensure (with LGB support) that local curriculum policies are effective and in line with the Trust policies

Curriculum

- Responsible for ensure local curriculum policies are in line with Trust policies and guidelines
- Responsible for evaluating the effectiveness and quality of curriculum provision across the school, supporting the development of improvement plans as necessary

- Responsible for the development and implementation of the school's curriculum policies in line with Trust guidance
 - Responsible for monitoring and evaluating the impact of the curriculum on pupil attainment and performance
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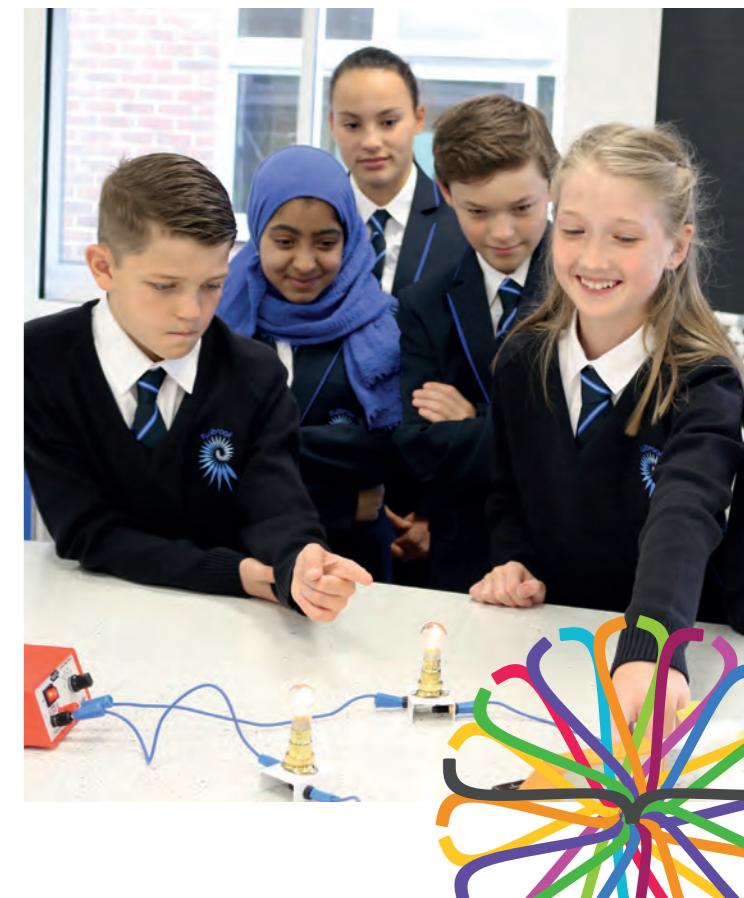
Resources: People



Resources: People

Trustees

- Ensure policies are in place to support the effective management (from recruitment to departure) of all staff across the Trust, including (but not limited to) recruitment, development and performance management
- Responsible for pay and reward policies
- Responsible for the recruitment and performance management of the CEO
- Support CEO with recruitment and manage other Trust leaders
- Ensure the Executive have robust and effective staff capability processes in place
- As per our policies, hear appeals in relation to warnings issued to staff for attendance, disciplinary or capability matters at Stage 3 hearings



Resources: People

Executive

- Propose people management policies to support the delivery of the overall strategy and KPIs for Trust review and approval
- Responsible for compliance with ESFA handbook, acting on behalf of the Board to ensure statutory compliance and financial reporting
- Develop a long-term financial plan to support delivery of the strategy
- Provide professional finance services and systems to schools, working closely with Headteachers to prepare budgets and long-term financial plans
- Prepare Trust-level accounts and plans, monitoring school and Trust performance against budgets and plans, utilising benchmarks where available
- Work with auditors and develop improvement plans as necessary
- Propose pay and reward policies
- Ensure robust and effective professional development processes are in place and available for all staff
- Lead the development of a strategic vision and plan for Trust-wide staff development / training
- Directly responsible for the performance management of Headteachers and Central Team staff
- Provide the Board and schools with professional HR support and advice
- Responsible for monitoring the Single Central Record (SCR) and statutory compliance with safe recruitment on behalf of the Board
- Support Headteachers with the execution of HR processes
- Provide the Board and LBGs with staff data including benchmarks where available
- Responsible for the appointment of a Headteacher

Resources: People

Local Governing Body

- Understand Trust HR policies as they relate to the school
- Contribute to the appointment and performance management of the Headteacher (working with the Executive)
- Evaluate policy compliance (with the Central Team)
- Support the Headteacher to ensure effective and professional management of school staff in line with Trust policies
- Hear grievances and take part in a complaint or disciplinary process
- Support the Headteacher with the evaluation and implementation of key staff changes
- Support the Headteacher, through a purposefully appointed selection panel, in the handling of staff reductions through restructures or redundancy processes
- As per our policies, hear appeals in relation to warnings issued to staff for attendance, disciplinary or capability matters at Stage 1 or Stage 2 hearings
- Understand and scrutinise staff performance data and assess the effectiveness of training and development



Working in Partnership

Resources: People

Headteacher

- Responsible for the management of all school staff (recruitment, training, development and performance management) in line with Trust-wide policies and processes
- Reports on effectiveness of CPD to the Central Team and LGB
- Maintains a structured approach to staff development and management across the school
- Responsible for communicating key staff matters (changes and performance) to the LGB, consulting as necessary on proposed changes and potential plans
- Responsible for the accuracy of the school's SCR and statutory compliance with safer recruitment



Resources: Finance & Estates



Resources: Finance & Estates

Trustees

- Legally responsible for the Trust's assets, accounts and overall statutory compliance, including financial oversight as per ESFA Handbook
 - Approve a 5-year financial plan which supports the Trust's vision and objectives. Setting financial guidelines for school plans and budgets. Setting capital plans and budgets
 - Responsibility for the risk management framework, approving policies and ongoing management of risk
 - Risk management oversight is delegated to the Audit and Risk Committee with termly reporting into the Board
 - Review and approve capital expenditure plans, proposals and ensure they are in line with Trust objectives
- Specific responsibilities are delegated by the Board to the Audit & Risk and Resources Committees, including:
 - Ensuring response to audit findings
 - Developing controls
 - Reviewing improvement plans
 - Review and monitoring of management accounts
 - Approve the trusts estate vision and strategy

Resources: Finance & Estates

Executive

- Manage the strategic risks facing the Trust
- Draft and implement risk management policies
- Manage the Trust's risk register
- Review and report on school compliance with policies
- Develop and present capital expenditure and estates plans in line with Trust strategy
- Provide professional support and oversight to schools and the Trust relating to estates management
- Work with schools to assess and prioritise estates development plans, ensuring ongoing monitoring of approved budgets
- Legally responsible for ensuring that school estates are safe and well maintained
- Regularly review and update the Trust's asset management plan



Resources: Finance & Estates

Local Governing Body

- Work with the Headteacher (providing support and challenge) to develop draft budget submissions (including capital requests) as per Trust requirements and priorities
- Review and scrutinise school management accounts
- Understand approved school capital development plans and ensure in line with Trust and school strategic objectives
- Monitor approved capital projects
- Work with the Headteacher and Executive to execute health and safety audits
- Work with the Headteacher to ensure that sufficient budget is allocated to ensure the safety and health of pupils, staff and visitors
- Monitor accidents and incidents ensuring that action is taken to mitigate risk and address issues

Resources: Finance & Estates

Headteacher

- Work closely with the LGB and Central Team to prepare financial budgets and plans in line with Trust requirements
- Control school costs in line with the approved budget and ensure compliance with Trust finance policies and processes
- Responsible for school risk management, maintenance of risk register and resulting actions
- Responsible (with LGB) for developing capital spend proposals
- Responsible for maintenance of the school estate with support from the Central Team. Responsible for ensuring that the school site is safe and well maintained in line with Trust expectations.
- Monitor and report on accidents and incidents ensuring that action is taken to mitigate risk and address issues



Working in Partnership

Other policy areas, including Safeguarding

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Trustees

- Accountable for setting Trust safeguarding policies, naming a Safeguarding Trustee and setting direction concerning pupil welfare in accordance with our policies
- Monitor data to judge/ review compliance concerning the above
- Review and approve child protection policies, as recommended by the Safeguarding Trustee
- Review and approve all Trust Health and Safety and Medical Needs policies



Other policy areas, including Safeguarding

Executive

- Provide safeguarding guidance for all schools, in line with statutory and Trust requirements
- Provide support to schools for urgent or serious safeguarding issues
- Monitor school compliance with Trust policies
- Development of a standardised system across CPOMS to enable monitoring and reporting across all schools
- Support effective use of CPOMS, able to access CPOMS for all schools for urgent or serious cases, and development and monitoring of CPOMS categories
- Develop exemplar policies, guidance and compliance checklists
- An audit is carried out with each school in the spring term. In 2024 and 2025, this will be parent voice via Edurio survey and a number of schools are requesting student voice work. New schools have a full external safeguarding audit unless they have had a recent OFSTED inspection
- Serious incidents must be reported to the Safeguarding trustee as per the Safeguarding Protocol
- Common safeguarding themes and concerns are identified by the Trust Inclusion Team and this feeds into planning yearly safeguarding action plans for the year ahead and helps to identify areas for staff training
- Trust Inclusion Team issues a termly safeguarding report to Trustees. Report to include a summary of audits, details of significant incidents and risk management
- Develop and implement a Trust Safeguarding Strategy
- Ensure all governors are up to date with relevant safeguarding legislation and training
- Ensure Trustees and governors have the appropriate child protection checks, and SCR is up to date

Other policy areas, including Safeguarding

Local Governing Body

- School Safeguarding Governors act on behalf on Trust Inclusion Team
- Ensure school compliance with Trust policies and ensure up-to-date documents are available
- Governors should carry out a regular programme of scrutiny to monitor policy compliance, meeting with DSL teams at least 3 times per year, once per term. Safeguarding Governors support DSLs in their roles and hold termly meeting with DSLs on behalf of Trust Inclusion team
- Governors should review implementation of the Safeguarding Action Plan and discuss any significant incidents, capacity and support with their Safeguarding Governor. Meeting records are to be shared with the Trust Safeguarding and Mental Health Lead. Review implementation of the action plan and discuss any significant incidents, capacity and support
- Ensure all governors are up to date with relevant safeguarding legislation and training





Scan the QR Code
to find out more
about the NGA



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