

CAMBRIDGE PRIMARY EDUCATION TRUST

Matrix of responsibilities of Members, Trustees and Committees

Updated: July 2017

Members	Trustees	School Advisory Board	Finance and Premises Committee	Personnel Committee
<p>Act like “shareholders”. Attend AGM, but are not otherwise responsible for the operation of the Trust.</p>	<p>Overall strategic vision, responsibility and accountability. Interchangeably referred to as “Directors”.</p> <p>They are the company law directors and the charity law trustees</p>	<p>One for each Academy. SAB’s are sub-committees of the Trustees with terms of reference determined by the Trustees. Responsibility for teaching, learning and strategic governance of the Academy</p>	<p>Sub-committee of the Trustees with terms of reference determined by the Trustees</p>	<p>Sub-committee of the Trustees with terms of reference determined by the Trustees</p>
<p>Governance</p> <ul style="list-style-type: none"> ▪ Appoint the Member Appointed Trustees ▪ Remove any of the Trustees (however appointed) ▪ To note the appointment of the Auditors ▪ Approve changes to Articles of Association, including to the objects clause 	<p>Governance</p> <ul style="list-style-type: none"> ▪ Ultimate accountability for the operations of the Trust, including statutorily and to the Department for Education under the terms of the Master and Supplemental Funding Agreement ▪ Development and determination of core Trust strategy, vision and principles in consultation with the SABs (it is anticipated that these aspects will be reviewed at the first meeting of the Trustees in each academic year) ▪ Determining level of delegation to each SAB and Committee and ensuring their compliance ▪ Appointment of Auditors ▪ Statutory compliance ▪ Appointment of members of the Trust’s committees, either directly or through appropriate delegation 	<p>Governance</p> <ul style="list-style-type: none"> ▪ Alignment with and input into Trust strategy, vision and principles ▪ All delegation to the SAB will be subject to “earned autonomy”, increasing from supported schools to successful schools 	<p>Governance</p> <ul style="list-style-type: none"> ▪ Supervise the financial management of the Trust and the academies within the Trust in line with the agreed financial policies ▪ Prepare the annual budget for approval by the Trust each summer term ▪ Seek input from the Trust and from SABs re requirements to support the schools and school improvement ▪ Review and implement recommendations from independent Auditors ▪ Review and implement financial policies with Senior Leadership Teams and Finance 	<p>Governance</p> <ul style="list-style-type: none"> ▪ Responsibility to Trustees for the oversight of strategic staffing issues, including Pay and Conditions Policy, recruitment policies and staffing plans ▪ Seek input from the Trust and from the SABs re requirements to support the schools and school improvement ▪ Review and implement personnel and human resources policies with Senior Leadership Teams and local human resource functions

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<p>Consultation</p> <p>While responsibility for these issues remains with the Trustees, members' views may be sought on:</p> <ul style="list-style-type: none"> ▪ Vision, ethos ▪ Trust strategy ▪ Trust budget <p>Responsibility</p> <ul style="list-style-type: none"> ▪ Hold Annual General Meeting 	<p>Strategic management</p> <ul style="list-style-type: none"> ▪ Role of Executive Principal as line manager for the Headteachers ▪ School target-setting and development plan challenge and sign-off ▪ Monitor standards of performance by the Academies and key personnel ▪ Statutory compliance and risk management (health and safety, equality etc.) ▪ IT network strategy 	<p>Monitoring and advisory</p> <ul style="list-style-type: none"> ▪ School development plan preparation in collaboration with local senior leadership team for approval by Trustees and, once approved, implementation ▪ Adopting Trust policies and requirements to ensure statutory compliance and risk management (health and safety, equality etc.) ▪ Monitoring, review and implementation of local schools policies. ▪ Identifying areas for improvement (eg.resources for teaching, classroom improvements) ▪ Monitoring and observation through visits and links with staff 	<p>Monitoring and advisory</p> <ul style="list-style-type: none"> ▪ Prepare reports for the Trust meetings ▪ Provide advice, guidance and assistance to the Headteachers of the academies within the Trust on financial matters. ▪ Advise on any significant deviations from budget and recommend remedial actions to the Trust ▪ Advise the Trust on all financial developments, which may affect the Trust's budget ▪ Delegated responsibility of review and monitoring of Health and Safety across the Trust ▪ Advice to the Trust in connection with health and safety issues 	<p>Monitoring and advisory</p> <ul style="list-style-type: none"> ▪ Report to the Trust Board on all staff matters which relate to conditions of service ▪ Form a salary appeals committee when required. ▪ Establish and regularly review personnel policies and procedures
	<p>Education</p> <ul style="list-style-type: none"> ▪ Development of overall Trust educational model ▪ Curriculum and assessment provision and support in core subject areas (Literacy, Mathematics) and certain specialisms ▪ Support for school 	<p>Education</p> <ul style="list-style-type: none"> ▪ Advise the Headteachers with regard to the educational offering (in line with Trust model) ▪ Preparation of attainment and progress reports for review by Trustees ▪ Pupil discipline and 		

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	improvement and development plan implementation <ul style="list-style-type: none"> ▪ School monitoring ▪ Admissions authority ▪ Set admissions policies for schools (in consultation with each school) 	exclusions <ul style="list-style-type: none"> ▪ Special needs provision ▪ Self-assessment ▪ School improvement plan ▪ Holding the Senior Leadership Team (SLT) within the academy to account for performance. 		
<p>Reports</p> <p>Receive</p> <ul style="list-style-type: none"> ▪ Report of Trustees ▪ Annual Accounts ▪ Auditor's Report ▪ Request copies of the agenda and minutes of Trust Board meetings 	<p>Financial</p> <ul style="list-style-type: none"> ▪ Review and agree budgets for individual Academies. The Finance & Premises Committee will produce draft budgets for final sign off by the Trustees ▪ Determine budget for the Trust as a whole, including the central function, and the proposed charging arrangements for Academies ▪ Administrative and support services some mandated (e.g. Executive Principal, property, finance etc); others as required by schools ▪ Ensure compliance with budgets ▪ Produce financial rules and procedures to be applied at Academy level 	<p>Financial</p> <ul style="list-style-type: none"> ▪ Review of expenditure against approved budget ▪ Identifying areas where budget can be spent more effectively ▪ Notifying Finance and Premises Committee of any requests for variations to budget 	<p>Financial</p> <ul style="list-style-type: none"> ▪ Budgets discussed with Executive Principal and Headteachers and recommended by Finance & Premises Committee to the Trust Board ▪ SAB notified once approved by the Trust Board – headlines of the budget rather than the detail shared at SAB level ▪ Monitoring the management of approved budgets for all academies within the Trust 	

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	<p>Staffing</p> <ul style="list-style-type: none"> ▪ Recruitment of Headteachers (in consultation with SAB) and Executive Principal ▪ Performance Management of Executive Principal and (through the Executive Principal and with input from the Chairs of SABs) the Headteachers ▪ Involvement in recruitment of Trust senior roles ▪ Preparation and agreement of Trust staff contracts and policies 	<p>Staffing</p> <ul style="list-style-type: none"> ▪ Provide such advice as may be required to the Executive Principal and Headteacher with regard to the staffing structure) ▪ Provide advice and assistance with other staff matters to the Executive Principal and Headteacher including staff disciplinary or grievance issues/dismissals where necessary) ▪ Assist the Headteacher with the appointment of staff within the Academy including joining interview panels. 		<p>Staffing</p> <ul style="list-style-type: none"> ▪ Draft and recommend for adoption a Pay and Conditions Policy for the academies (which is to be consistent with statutory, national and local legislation, the Trust, the staff and their unions/professional associations) ▪ Draft and recommend for adoption a strategic staffing plan and recommend to the Finance & Premises Committee the annual budget for pay and possible staff salary adjustments in line with appraisal and staff training developments. ▪ Determine and monitor the appointments procedure on behalf of the Trust
	<p>Policies</p> <ul style="list-style-type: none"> ▪ Development and finalisation of key policies, including financial, administrative and procurement policies, along with key educational policies for implementation by the SABs. 	<p>Policies</p> <ul style="list-style-type: none"> ▪ Adopt Trust policies ▪ Establish and review such academy policies and procedures which have been delegated to the SAB, reflecting Trust key criteria ▪ Provide feedback to Trust on 	<p>Policies</p> <p>Review financial policies</p>	<p>Policies</p> <p>Review of staff related policies</p>

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	<ul style="list-style-type: none"> ▪ Policies will be developed either by the Trustees or by the main committees of the Trust 	<p>the effectiveness of policies</p>		
	<p>Relationships and marketing</p> <ul style="list-style-type: none"> ▪ Parent and stakeholder relationships over the Trust as a whole ▪ Recruitment of Staff and Pupils to Trust academies ▪ Wider community engagement across all Trust communities ▪ Trust Public Relations ▪ Monitoring and advising on Social and Digital Media 	<p>Relationships and marketing</p> <ul style="list-style-type: none"> ▪ Parent relations (including liaison with any parent forum) ▪ Pupil recruitment ▪ Community activities and relationships ▪ Other locally co-ordinated activities: admissions forums, Governor forums, other groups ▪ School marketing and PR (jointly with Trust where required) ▪ Monitoring and advising on Social and Digital Media 		
	<p>Other services to be offered</p> <ul style="list-style-type: none"> ▪ Educational programmes: leadership training, others as required ▪ Co-ordination of sharing of curriculum and practice through the Trust ▪ Specific link role for Trustees to individual Academies to ensure effective understanding and communication between SABs and Trust Board. 			

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Skills and Attributes

All advisers to the Trust (be it Trustees, Members or members of Finance & Premises, School Advisory or Personnel Committees) will have a set of common skills and attributes, referred to as Core Trust Skills and listed below:

- Alignment to the vision and ethos of the Trust
- Numeracy
- Literacy
- Demonstrable commitment to the improvement of the Trust for all of the Trust's Stakeholder
- Commitment to self improvement so as to better aid the Trust's evolution and development
- Commitment to the time and effort required to effectively serve on the relevant Trust body

In addition, the core skills below should be represented on each of the committees or categories as appropriate. It is desirable that such skills are represented by more than one person in all cases. It is expected that all members of the Trust's bodies will routinely enhance their skill set through additional training and the Trust will make such training opportunities available.

The Trust's expectation is that such skills will be drawn from the local communities to the Trust and its academies in the first instance, but it is recognised that the primary driver for the recruitment of personnel to the Trust bodies is skills-based.

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<ul style="list-style-type: none"> ▪ Core Trust Skills ▪ Considered approach and acting at all times with integrity and bringing an independent view ▪ Experience in Legal and Company Law matters ▪ Experience with Finance and Personnel matters appropriate to a large organisation ▪ Knowledge of the communities in which the Trust is active or intends to be active ▪ Experience in the Governance of schools or similar organisations 	<ul style="list-style-type: none"> ▪ Experience in working in Education, business or charity sectors ▪ Strategic planning, implementation and monitoring ▪ Working at Board level in Business or Charity sectors ▪ School improvement ▪ Experience in financial control ▪ Experience in personnel/HR ▪ Marketing and public relations ▪ Information technology. ▪ Responsibility for health and safety ▪ Strong focus on data driven approaches to management and strategic planning ▪ Standards monitoring ▪ Project management experience <p>Overlap with Finance and Personnel skills set is required as Trustees are represented on these committees.</p>	<ul style="list-style-type: none"> ▪ School improvement implementation ▪ Special educational needs and working with disadvantaged children ▪ Safeguarding experience ▪ Experience in financial control, especially in an education setting ▪ Experience in personnel, especially in an education setting ▪ Marketing and public relations ▪ Information technology. ▪ Experience in working in Education sector ▪ Health and Safety implementation experience ▪ Standards monitoring 	<ul style="list-style-type: none"> ▪ Experience with Finance function in a business, charity or educational environment including determining Financial policies and processes ▪ Experience in budget setting and monitoring ▪ Profit and Loss and Balance sheet experience ▪ CIMA, ACA, ACCA or other accounting qualification desirable. ▪ Experience in the maintenance, resourcing and effective running of large multi-site premises ▪ Project management experience ▪ Health and Safety experience 	<ul style="list-style-type: none"> ▪ Experience in personnel and human resources capacity in Education, business or charity sectors ▪ Experience in performance review and monitoring ▪ Experience in disciplinary processes ▪ Relevant HR knowledge and experience ▪ Experience in HR in the Education sector would be advantageous