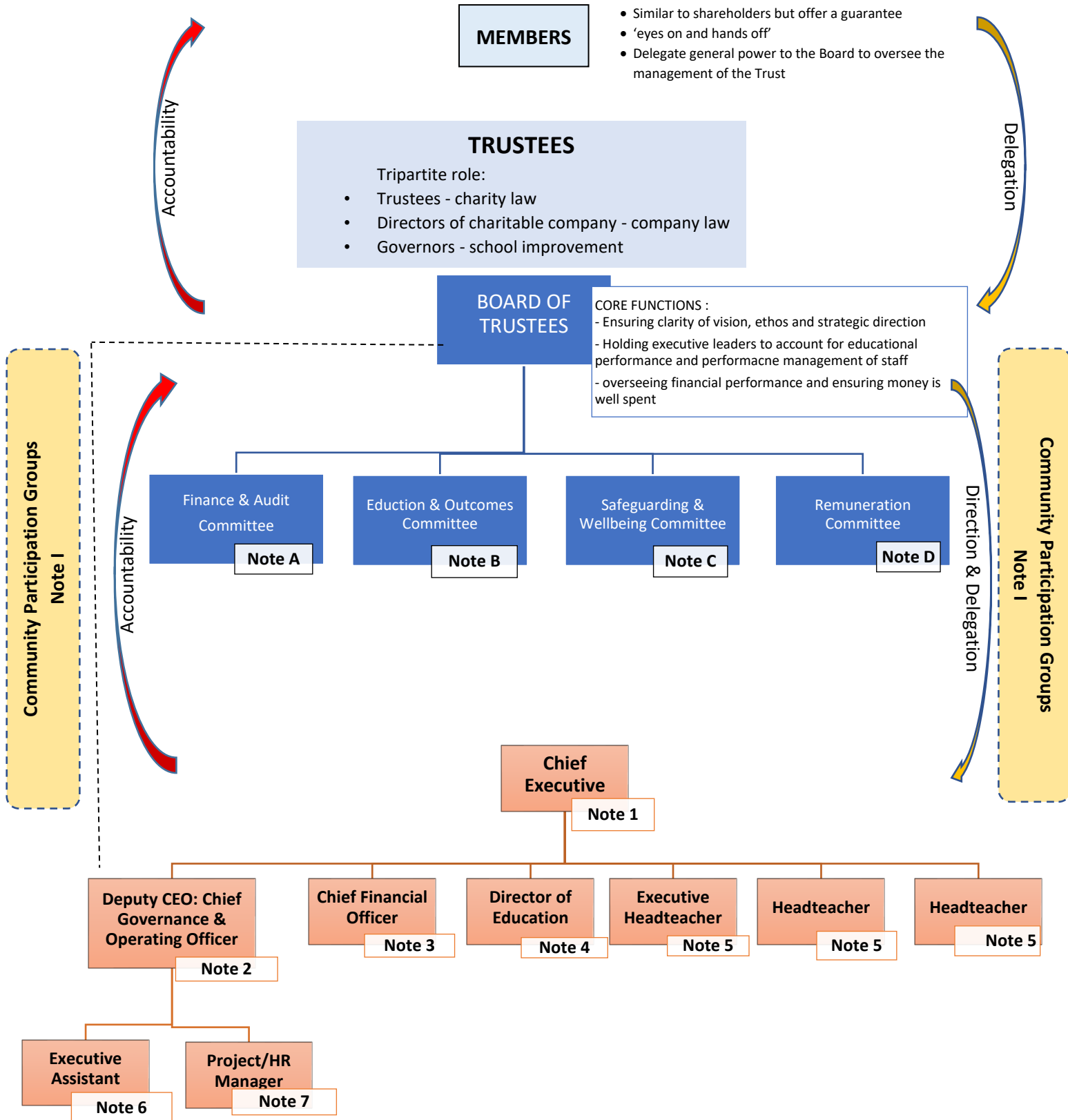


GOVERNANCE STRUCTURE AS AT MARCH 2023



(Key Solid line = direct report Dotted line = reporting function)

COMMITTEE STRUCTURE

The notes below give an overview of the main duties of the Committees as taken from their respective Terms of Reference.

Note A: Finance & Audit Committee

1. Fulfil its responsibilities as set out in its Terms of Reference in line with the Trust's Funding Agreement, Articles of Association, Scheme of Delegation, Academy Trust Handbook, Academies Accounts Direction and the Trust's Financial Regulations.
2. Ensure sound management of the Trust's finances and resources including proper planning, monitoring, probity and value for money.
3. Advise the Board on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks.
4. Advise the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
5. Advise the Board on the appointment, re-appointment, dismissal and remuneration of an internal auditor or other assurance provider.

Note B: Education & Outcomes Committee

1. Fulfil its responsibilities as set out in its Terms of Reference in line with the Trusts Funding Agreement, Articles of Association, Scheme of Delegation, Academies Financial Handbook, Ofsted framework for inspection, Department for Education Governance Handbook, Keeping Children Safe in Education and any other published guidance.
2. Advise the Board on the adequacy and effectiveness of the Trusts Education and Outcomes arrangements.
3. Assure the Trust board that the Community Participation Groups are adequately monitoring and holding individual academies to account for effective Education and Outcomes.
4. Advise the Board on the appointment, re-appointment, dismissal and remuneration of any external support or audit required.
5. To receive termly reports from the executive team on the standards and performance of The Trust against the key performance indicators for Education and Outcomes.
6. To support the executive team to create Education and Outcomes Improvement Plans for each Academy so that these align with the Trust strategic development and budget forecast and the vision and values of the Trust. To approve and recommend these to the Board.
7. Form any required panels for Whistleblowing and Complaints related to Education and Outcomes.

Note C: Safeguarding & Wellbeing Committee

1. Fulfil its responsibilities as set out in its Terms of Reference in line with the Trusts Funding Agreement, Articles of Association, Scheme of Delegation, Academies Financial Handbook, Ofsted framework for inspection, Department for Education Governance Handbook, Keeping Children Safe in Education and any other published guidance.
2. Advise the Board on the adequacy and effectiveness of the Trusts Safeguarding and Wellbeing arrangements.
3. Assure the Trust board that the Community Participation Groups are adequately monitoring and holding individual academies to account for effective Safeguarding and Wellbeing.
4. Advise the Board on the appointment, re-appointment, dismissal and remuneration of any external support or audit required.
5. To receive termly reports from the executive team on the standards and performance of The Trust against the key performance indicators for Safeguarding and Wellbeing.
6. To support the executive team to create Safeguarding and Wellbeing Improvement Plans for each Academy so that these align with the Trust strategic development and budget forecast and the vision and values of the Trust. To approve and recommend these to the Board.
7. Form any required panels for Whistleblowing and Complaints related to Safeguarding & Wellbeing.

Note D: Remuneration Committee

1. To recruit, appoint and set the remuneration of the Executive Team and Heads of the Trust.
2. To hold oversight of the pay and terms and conditions of service of all employees in the Trust.

3. To review and recommend to the Board any significant changes to staffing structures within the Trust, its Academies or subsidiaries.
4. To be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration or other consultants who advise the Committee. The Committee shall have full authority to commission any reports or surveys which it deems necessary to help it fulfil its obligations.

COMMUNITY PARTICIPATION GROUPS

Note 1:

Within Transforming Futures Trust MAT each of the academies has its own local Community Participation Group (CPG). CPG representatives tend to be local people who know their academies and make decisions in the interest of the children and the community it serves. They see the effect of the Trust work through the eyes of the children.

The purpose of the CPG is to advise the Board on matters relating to specific community issues and the performance of academies or bases in the area. The function is to have local oversight of the Trust's Education and Safeguarding arrangements, systems and policies relating to standards of education, effective delivery of the education strategy and academy improvement plan. The CPGs will advise and aid the Board with the sound management of the Trust's standards of education and safeguarding, including proper planning, monitoring and probity.

The Community Participation Group:

- Will report to the Trust Board through its sub-committees on academy performance and effectiveness.
- Is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board/Sub-Committees.

EXECUTIVE STRUCTURE

The notes below give an overview of the main duties of the post and are not exhaustive and do not include all elements included in their Job Descriptions:

Note 1: Chief Executive Officer: Main Duties

- Working with the Board of Trustees, the Chief Executive Officer is responsible for developing the strategic development plan, founded on sound financial planning to provide the financial security to underpin the achievement of the Trust's aims and objectives.
- The CEO actively promotes and shares the Trust's vision, values, and strategy. The CEO is focused on delivering on 'positives futures for all' and ensuring the vision and mission of transforming futures is embedded within the Trust.
- Through inspirational leadership and rigorous policy development, the CEO creates a culture of constant development and improvement, empowering leaders to develop effective systems of organisation and control, and high levels of professional standards to secure the highest possible achievement for all in every aspect of the Trust's provision.
- To be, and act accordingly as, the **Accounting Officer** of the Trust.

Note 2: Deputy CEO: Chief Governance & Operating Officer: Main Duties

- Deputise for the CEO where required.
- Providing strategic leadership and professional management of the operations of the Trust, to deliver on the vision of Transforming Futures Trust to provide high quality and dynamic education that meets the needs of all pupils regardless of need, background and ability.
- As the governance professional, acts as adviser to the Board of Trustees, CEO and Executive in matters of governance and compliance.
- To be a highly visible and credible leader within the Trust's Central Executive Team and work to support the Trust Board, CEO and committee structure as the Trust continues to develop, improve and grow, whilst designing and implementing the strategic vision with all stakeholders.

- To lead the non-academic operations and central service functions of the Trust.

Note 3: Chief Finance Officer: Main Duties

- Responsible for the financial development and sustainability of Transforming Futures Multi-Academy Trust and for the financial probity of the organisation.
- Responsible for providing the leadership and management of the Trust's finance and business functions, and controls, enabling the Trust to work effectively towards its aims.
- Support the CEO in their role as the Trust's Accounting Officer.

Note 4: Director of Education: Main Duties

- As a member of the Central Executive Leadership Team, they work closely with the Chief Executive Officer, Chief Governance and Operations Officer, the Chief Finance Officer and the Headteachers of schools to deliver the Trust's vision and values.
- Responsible for leading on school improvement, quality assurance strategies and for the Trust's Curriculum Strategy. They will take a key role in holding headteachers to account for the outcomes achieved by pupils in their academies.
- To drive, both strategically and operationally, the support, advice and guidance that enables the academies to succeed and to improve the lives and outcomes of children and young people with SEND and their families.
- To take a lead role, in collaboration with the headteachers, in the continued professional development strategy for all staff that work directly with children.
- To support the development and delivery of an effective outreach service that looks to improve outcomes for SEND pupils across the Southwest.

Note 5: The Headteachers and EHTs: Main Duties

- To play a major role under the direction of the CEO, in maintaining the aims and objectives of the school, updating the policies through which they shall be achieved, managing staff and resources to achieve the aims and objectives of the school and monitor progress towards their achievement.
- Undertake the professional duties of the Headteacher reasonably delegated to them by the Board and the CEO.
- In partnership with the Senior Leadership Team, provide professional leadership and management of Teaching and Learning throughout the school.
- To provide professional leadership and management of School Development Plan.
- To manage the school's budget and finances diligently.

Note 6: Executive Assistant: Main Duties

- Provide an effective, efficient and professional support service to the CEO and the Executive Team.
- Provide professional administrative support and guidance to the Board to ensure the efficient management of all governance meetings, being up to date with constitutional and procedural matters. Contribute towards the efficient functioning of the Board and its committees.
- Give direct support in diary management, meeting organisation and dealing with everyday queries.
- Managing the Executive Team meeting process, including drafting agendas, circulating papers, minute taking and monitoring actions.
- Acting as the first point of contact on behalf of the Trust and signposting issues as appropriate.

Note 7: Project/HR Manager: Main Duties

- Taking responsibility for specific Trust projects as delegated by the CEO or Deputy CEO.
- Coordinating with the central executive, DELT and school leadership teams to make sure that all parties are on track with project requirements, deadlines, and schedules.
- Meeting with project team members to identify and resolve issues.
- Preparing update reports by gathering, analysing, and summarising relevant information.
- Establishing effective project communication plans and ensuring their execution.
- Identifying and developing new opportunities to improve the Trust's capacity to manage change.
- Conducting post-project evaluation and identifying successful and unsuccessful project elements.
- Support the Central Executive Team to organise, develop and manage all human resources issues relating to the development of the Trust.

Widest Governance, Responsibility, and Leadership

