

Governance Structure

MEMBERS

- 2.1 The formation of the Trust requires the role of Member be defined – who are likened to act as the “shareholders” of the Trust and are responsible for the performance of the Trustees and the Board for meeting this charitable objective and the ethos and values of the Trust at all times.
- 2.2 Although this ethos and values may change over the course of time, the role of Members is to safeguard these founding principles and to act as a bulwark against the short-term or individual agendas that may arise from time to time that seek to radically alter the purpose of the Trust in a manner which is contrary to these tenets. Members are traditionally non-executive participants in the running of the organisation with a tightly defined role and set of obligations.
- 2.3 The Terms of Reference for Members (see section 4) sets out the role of the Members, how this relates to the wider governance layers that support the delivery of the charitable objects and how the Trust has been established to draw on the time and expertise of Members on a structured basis.
- 2.4 Arbor Academy Trust will have 5 Members; three drawn from the hard federated governing body and two external appointments to bring fresh insight and add challenge.

TRUSTEES

- 2.5 Both Members and Trustees work to deliver the Trust’s ethos and values, however the Trustees are focussed on the delivery of strategic plans, holding the executive to account and ensuring that the annual performance of the Trust meets or exceeds the performance targets agreed as well as compliance with all statutory and regulatory requirements.
- 2.6 Within the governance structure of the Arbor Academy Trust, as a multi-academy trust, the Trustees’ performance is reviewed annually by the Members and by how well they have met both the obligations under Companies Law (in terms of their fiduciary duties as defined in the Companies Act of 2006) and those applicable to the Trust as registered, exempt charity.
- 2.7 Trustees are usually a blend of executive (i.e. employed by the organisation to work on a regular basis) or non-executive (i.e. unpaid volunteers) participants in the running of the organisation with a tightly defined role and set of obligations. Section 5 of this document sets out the role of the Trustees, how this relates to the wider governance layers that support the delivery of the charitable objects and how the Trust has been established to draw on the time and expertise of Trustees on a regular, structured basis – both through the formation and functioning of the main Trust Board, but also the formation of committees of the Board which have specific duties and specialist focal areas.

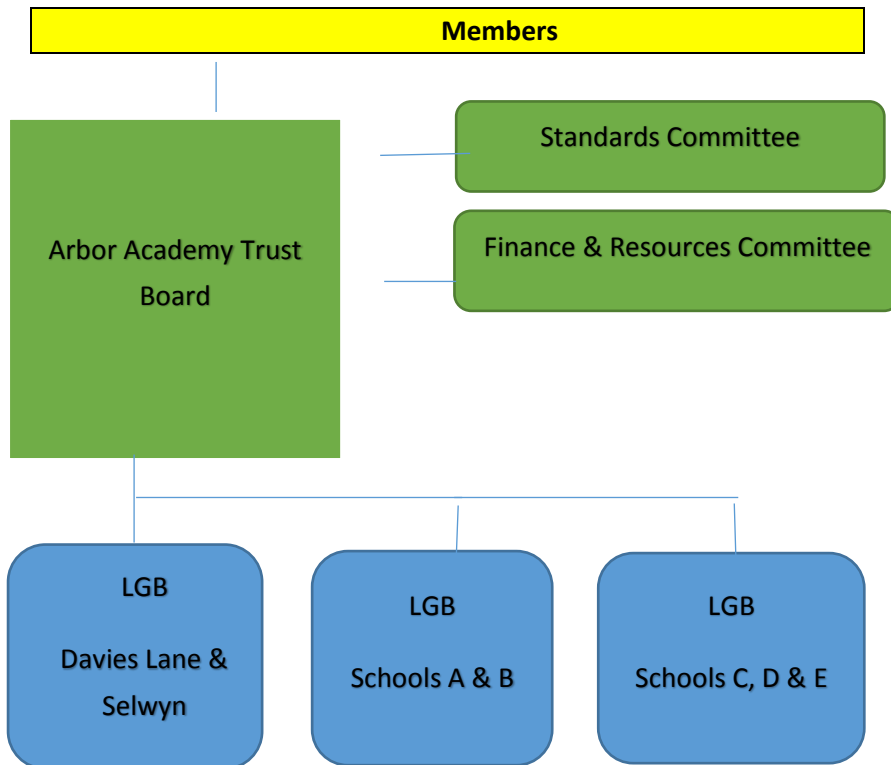
- 2.8 Trustees will set the vision, values, ethos and work programmes for all schools under its designation. It will also set the scheme of delegation for each school within the Trust and will appoint all governors on any local governing body that exists to govern the separate schools within the Trust. The degree of delegation will be dependent upon the strength of the Local Governing Body (LGB) and the previous performance of each school served by the LGB. Trustees will be appointed for a four-year period and the Chair and Vice-chair of the Trust Board will be appointed for 2 years to give continuity. Through experience gained by serving on a LGB and/or a Trust Committee, the Trust will develop a sustainable programme of recruiting trustees committed to the original ethos and culture of the Trust determined by the founding members.
- 2.9 Arbor Academy Trust will have up to 9 Trustees; five drawn from the hard federated governing body and two external appointments strengthening our corporate management skills. Two further appointments will be made as the Trust grows in size. There is scope for the Trust Board to co-opt a further 3 trustees.

COMMITTEES

- 2.10 Initially, the Trust Board will have three main committees, each chaired by a Trustee who will report back to the Board. These three committees will be:
- Standards Committee
 - Finance and Resources Committee
 - Local Governing Body for Davies Lane and Selwyn primary schools
- 2.11 The Standards Committee recommends and monitors:
- Quality standards and targets for each Academy
 - Curriculum teaching and assessment policies
 - Training and Development for staff in Trust
- 2.12 The Finance and Resources Committee recommends and monitors:
- The finances of the Trust
 - The budget for each Academy
 - Capital and building works
 - Procurement of all service contracts and goods
 - Human resource policies and procedures
- 2.13 The Local Governing Body for Davies Lane and Selwyn primary schools will:
- Monitor and evaluate education performance against criteria set by the Trust
 - Monitor and evaluate safeguarding and wellbeing of pupils and staff
 - Develop and maintain good relationships with the local community
 - Report to Standards Committee on meeting performance targets
 - Report to Finance and Resources Committee on financial management
- 2.14 Initially, there will be one LGB for Davies Lane and Selwyn Primary Schools. It is intended that the LGBs will cover more than one school so as to reduce the number of LGBs reporting to the Board. Schools will be grouped together on a location basis under the leadership of an

Executive Principal who will report directly to the Chief Executive. The Trust believes in close working between schools and will implement matrix management models for groups of schools as they join the Trust. This is best supported by LGBs covering more than one school. LGBs will therefore reflect the vision, values and ethos of the Trust. The Trust will retain the power to remove delegated powers to an LGB should the need arise. We would expect parents to make up 50% of the membership of each LGB.

2.15 The Trust structure can be summarised as follows:



2.16 The termly cycle of meetings is set out in the termly meetings this document and enables a flow of information and decision making between the Trust Board and its committees. The provisional meeting dates for the year are set out in Appendix C.

2.17 The Arbor Academy Trust Governance Matrix – which is attached as Appendix D to this document sets out and clarifies the roles at each layer as well as how decisions flow through from the Trust to each Academy.

2.18 The proposed structure of the Executive Team is set out in Appendix E to this document. This structure incorporates the role of the Teaching School Alliance and the management of Acacia Nursery School and Snowberry Children’s Centre. All posts within the structure are Trust appointments. As new schools join the Trust, additional Executive Principals will be appointed for each cluster of schools.