

## CIT TRUST BOARD GOVERNANCE IMPACT STATEMENT: ACADEMIC YEAR 2019/20

<b>CORE FUNCTION 1: To ensure clarity of vision, ethos and strategic direction</b>	
<b>The impact we have made</b>	<b>The activities and actions we have undertaken to secure impact</b>
<b>We have worked to ensure that the Trust has a clear and appropriate strategic direction to guide its use of resources and to support effective decision making.</b>	<ul style="list-style-type: none"> <li>• Strategic priorities for 20/21 developed in partnership with executive leadership team and involving key stakeholder input.</li> <li>• Progress made with 2019/20 strategic priorities monitored by Trust Board.</li> </ul>
<b>We have worked to ensure that the Trust as a whole, and its individual schools, have clarity about the culture, values and ethos that the trust aims to promote.</b>	<ul style="list-style-type: none"> <li>• Values statement re affirmed and CEO charged with ensuring that all schools are clear how their work needs to demonstrate these.</li> </ul>
<b>We have worked to ensure that the Trust collaborates effectively with stakeholders and with partners.</b>	<ul style="list-style-type: none"> <li>• Development of Strategic Priorities has involved input from stakeholders.</li> <li>• CEO reports to the Trust Board on collaboration with Local Authorities and with the RSC linked to trust growth and matters related to SEND.</li> <li>• Staff survey developed with trustee input.</li> <li>• Development and implementation of parent and pupil surveys incorporated into strategic priorities for 20/21.</li> </ul>
<b>We have worked to ensure that the Trust managing risk well so that it can achieve its vision, mission and strategic priorities.</b>	<ul style="list-style-type: none"> <li>• Revised Risk Register links risk assessment and management to the trust's strategic priorities.</li> <li>• Trustees provide input into risk identification and required management responses.</li> <li>• Risk Management has been a focus of internal audit processes.</li> <li>• Risk management monitored by Trust Board.</li> </ul>

**CORE FUNCTION 2: To hold the Trusts executive leadership to account for the educational performance of the school and its pupils, and the performance management of staff.**

What we have done	The activities and actions we have undertaken to secure impact
<p><b>We have worked to ensure that the quality of education that the trust schools provide is of a very high quality.</b></p>	<ul style="list-style-type: none"> <li>• School 'health check reports and follow up actions available to trustees for scrutiny.</li> <li>• New Quality of Education scrutiny committee of the Trust Board established to strengthen the scrutiny of the assurance information provided for Board linked quality of education.</li> </ul>
<p><b>We have worked to ensure that the safeguarding provision for pupils in each of the Trust's schools is both fully compliant and benchmarks with recognised best practice.</b></p>	<ul style="list-style-type: none"> <li>• Safeguarding 'health checks' carried out by Trust Central Team.</li> <li>• Safeguarding is one of the key assurance areas which have been delegated to the new School Boards for each school.</li> <li>• System developed so that Trust Board have high level overview of safeguarding in each school.</li> <li>• Revised terms of reference for Trust Board committee - HR and Safeguarding – to incorporate scrutiny of compliance and best practice benchmarking re safeguarding across trust schools.</li> </ul>
<p><b>We have worked to ensure that the arrangements for the management of the performance of staff (including the CEO) is of a high quality.</b></p>	<ul style="list-style-type: none"> <li>• CEO performance management approach/strengthened to incorporate 360 feedback.</li> <li>• Approach taken to performance management trust staff monitored and scrutinised.</li> </ul>

**CORE FUNCTION 3: To oversee the financial performance of the school and make sure its money is well spent.**

<b>What we have done</b>	<b>The activities and actions we have undertaken to secure impact</b>
<b>We have worked to ensure that the financial resources available to the Trust are maximised and that they are spent well.</b>	<ul style="list-style-type: none"><li>• Development of an Opportunities and Risks assessment re trust finances to support strategic financial thinking.</li><li>• Financial performance indicators developed for each school in the trust.</li><li>• Budget scrutinised and reserves policy developed.</li><li>• Commissioned through the DfE a Schools Resource Manager Advisor who will share finding with the Finance, Audit and Estates Committee.</li></ul>
<b>We have worked to ensure that the management of financial resources is fully compliant with regulation.</b>	<ul style="list-style-type: none"><li>• Close working relationship with externally commissioned internal audit function.</li><li>• Finance, Audit and Estates committee of the Trust Board scrutiny.</li></ul>
<b>We have worked to ensure that the Trust has a strategic approach to finance so that it is not only viable into the future but is able to expand should this be something it decides to do</b>	<ul style="list-style-type: none"><li>• Strategic financial modelling undertaken and scrutinised.</li></ul>

**ADDITIONAL FUNCTION 1: Acting as a good employer**

<b>What we have done</b>	<b>The activities and actions we have undertaken to secure impact</b>
<b>We have worked to ensure that the staff who work for the Trust are valued and developed so that they are able to deliver the very best education for pupils.</b>	<ul style="list-style-type: none"><li>• Staff survey – incorporating trustee input – developed for September 2020 distribution.</li><li>• Delegated specific responsibility for staff wellbeing to and ELT and secured additional capacity to support this area.</li></ul>

**ADDITIONAL FUNCTION 2: Stewardship of the Trust’s building and other assets**

<b>What we have done</b>	<b>The activities and actions we have undertaken to secure impact</b>
<b>We have worked to ensure that the conditions of buildings and securing resources to ensure that they are fit for purpose and provide high quality environments for pupils.</b>	<ul style="list-style-type: none"><li>• A focus on assurances linked to the trust’s estate has been added to the remit of the current finance and Audit committee. Now Finance, Audit and Estates.</li></ul>

**ADDITIONAL FUNCTION 3: Ensuring compliance with the law and with regulation**

<b>What we have done</b>	<b>The activities and actions we have undertaken to secure impact</b>
<b>We have worked to ensure that policy is developed and implementation monitored.</b>	<ul style="list-style-type: none"><li>• Framework of policies developed and all trust level policies reviewed and revised.</li><li>• School level policy implementation is an areas of assurance monitoring and delegated to the new School Boards.</li></ul>

**ADDITIONAL FUNCTION 4: Securing and maintaining strong governance structures and processes**

<b>What we have done</b>	<b>The activities and actions we have undertaken to secure impact</b>
<b>We have worked to ensure that the trust has strong teams of people who undertake governance functions:</b>	<ul style="list-style-type: none"><li>• Additional Member recruited.</li><li>• Six additional trustees recruited.</li><li>• Documented clarity re roles of each layer of governance.</li><li>• Role and 'value add' of local level – Local School Boards – articulated.</li><li>• Training for Local School Boards Commissioned.</li></ul>
<b>We have worked to ensure that governance structures and processes are effective and efficient:</b>	<ul style="list-style-type: none"><li>• End to end review of trust governance undertaken resulting in revised structures and processes which have been fully documented.</li></ul>