



CIT TRUST BOARD GOVERNANCE IMPACT STATEMENT: ACADEMIC YEAR 2021/22

CORE FUNCTION 1: To ensure clarity of vision, ethos and strategic direction	
The impact we have made	The activities and actions we have undertaken to secure impact
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.	<ul style="list-style-type: none"> • Strategic priorities for 21/22 developed in partnership with executive leadership team and involving key stakeholder input. • Progress made with 2021/22 strategic priorities monitored by Trust Board.
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.	<ul style="list-style-type: none"> • Values statement re affirmed and CEO charged with ensuring that all schools are clear how their work needs to demonstrate these.
We have worked to ensure that the Trust collaborates effectively with stakeholders and with partners.	<ul style="list-style-type: none"> • Development of Strategic Priorities has involved input from stakeholders. • CEO reports to the Trust Board on collaboration with Local Authorities and with the RSC linked to trust growth and matters related to SEND. • Staff survey has been implemented and the outcomes scrutinised by trustees. • Development and implementation of parent and pupil surveys incorporated into strategic priorities for 21/22. • Parent surveys re Covid safety have been scrutinised by trustees.



<p>We have worked to ensure that the Trust managing risk well so that it can achieve its vision, mission and strategic priorities.</p>	<ul style="list-style-type: none"> • Revised Risk Register links risk assessment and management to the trust’s strategic priorities and to key areas of potential vulnerability. • Trustees provide input into risk identification and required management responses. • Trust Board seeks risk management /mitigation assurances from the Executive Leadership Team and through independent internal audit.
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CORE FUNCTION 2: To hold the Trust’s Executive Leadership to account for the educational performance of the school and its pupils, and the performance management of staff.

<p>What we have done</p>	<p>The activities and actions we have undertaken to secure impact</p>
<p>We have worked to ensure that the quality of education that the trust schools provide is of a very high quality.</p>	<ul style="list-style-type: none"> • The Trust Board’s Quality of Education scrutiny committee have scrutinised reports from the Directors of Education and have sought assurances linked to all aspects of the work of trust’s school and in particular to remote learning.
<p>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.</p>	<ul style="list-style-type: none"> • Safeguarding is one of the key assurance areas that have been delegated to the Local School Boards (LSBs) for each school. Training for LSBs commissioned to strengthen this assurance work. • The Trust Board have had an oversight of each of the Trust schools’ Covid- 19 risk assessments at a number of points the academic year.
<p>We have worked to ensure that the arrangements for the management of the performance of staff (including the CEO) is of a high quality.</p>	<ul style="list-style-type: none"> • CEO performance management approach has been strengthened to incorporate 360 feedback and consequent improvement objectives which are monitored by trustees. • Approach taken to performance management Trust staff monitored and scrutinised.



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

What we have done	The activities and actions we have undertaken to secure impact
<p>We have worked to ensure that the financial resources available to the Trust are maximised and that they are spent well.</p>	<ul style="list-style-type: none"> • Opportunities and Risks assessment re trust finances to support strategic financial thinking. • DfE financial benchmarking tool being used by trustees. • Development of a procurement strategy
<p>We have worked to endure that the management of financial resources is fully compliant with regulation.</p>	<ul style="list-style-type: none"> • Close working relationship with externally commissioned internal audit function. • Finance, Audit and Estates committee of the Trust Board scrutiny.
<p>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.</p>	<ul style="list-style-type: none"> • Strategic financial modelling / sensitivity analysis undertaken and scrutinised.



ADDITIONAL FUNCTION 1: Acting as a good employer

What we have done	The activities and actions we have undertaken to secure impact
<p>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.</p>	<ul style="list-style-type: none"> • Staff wellbeing support – within the context of the Covid pandemic has been a focus for Trustees. • Staff professional development has been a focus of the work of the education scrutiny committee.

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

What we have done	The activities and actions we have undertaken to secure impact
<p>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.</p>	<ul style="list-style-type: none"> • Strategic estates development plan formulated indicating how dedicated funding will be used to improve the Trust’s estate.

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

What we have done	The activities and actions we have undertaken to secure impact
<p>We have worked to ensure that policy is developed and implementation monitored.</p>	<ul style="list-style-type: none"> • Framework of policies developed and all Trust level policies reviewed and revised with input from Trustees.



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

What we have done	The activities and actions we have undertaken to secure impact
<p>We have worked to ensure that the Trust has strong teams of people who undertake governance functions:</p>	<ul style="list-style-type: none"> • Additional Trustee recruited. • Support provided for LSBs including Chairs of LSBs forum. • Trust Chair and Vice Chair have participated in National Development programmes.
<p>We have worked to ensure that governance structures and processes are effective and efficient:</p>	<ul style="list-style-type: none"> • As a result of an internal review revisions made to Trust Board committee structure and to the format/content of executive assurance reporting. • Assurance Schedule, Scheme of Delegation and Risk Register have been reviewed and revised.