

THE CET GOVERNANCE MODEL

The CET Governance Model is different to the way a governing body in a non-academy or traditional school undertakes governance. Essentially, there are two elements to the governance of the CET academies – local governance that is delivered via the Local Governing Body (LGB), and Trust governance, delivered via the Trust Board.

1. Local Governance - The Local Governing Body

The LGB consists of a group of people who could be parents, community nominees, or academy staff, with a minimum of 5 and a maximum of 9 people. The CET Board has established seven key roles for Local Governing Bodies:

- To advise/act as a critical friend to the Headteacher;
- To provide the Headteacher and Leadership Team of the academy with professional challenge and support, to ensure that educational standards are of the highest quality;
- To advise the Trust Board about local issues they need to consider that affect the academy;
- Represent the interest of the Academy community in the running of the Academy;
- Represent the Academy in its community;
- Ensure the Academy remains popular;
- Provide support to the Headteacher in undertaking appropriate day to day procedures that are essential to the life of the Academy.

These seven roles translate specifically into the following tasks that the LGB undertakes:

- it acts as a key link between the academy, parents and local community;
- it supports the work of the academy in the community;
- it supports the Headteacher and Academy Leadership Team in the development and implementation of the Academy Development Plan and other relevant plans, ensuring that the CET ethos remains at the heart of the academy community;
- monitor financial position of the school and its budget;
- it helps on the ground with the implementation of certain academy policies;
- it offers challenging but positive and proactive support to the Headteacher;
- it regularly reviews the academy's performance in relation to the KPIs (Key Performance Indicators).

2. The Board of Directors

CET is a multi-academy trust operating as a single legal entity. Therefore, it entrusts ultimate responsibility for everything that goes on within CET to the CET Board of Directors. The Board of Directors oversees educational policy and practice, the standards achieved, the management and deployment of finance, ICT, human resources, governance and strategic development for the whole group of CET Academies. This is a skills based Board, with people who have skills in Business, Legal,

Finance, Marketing, Health and Safety, Communications and Education. The key responsibilities of the Board of Directors are:

- Strategic oversight, setting vision and policies for the Trust;
- Working with the Strategic Leadership Group to ensure that the CET ethos remains at the heart of decision making; and to carry out the CET's vision, policies and priorities;
- Ensuring appropriate governance and decision making takes place;
- Ensuring compliance with all regulatory requirements;
- Oversight of standards and outcomes of academies;
- Setting appropriate targets and holding the Executive Headteacher, FD and senior leaders leadership to account;
- Reviewing performance across the academies and Multi-Academy Trust;
- Agreeing and monitoring the budgets of all the academies;
- Dealing with contractual relationships with third parties.

3. The Members

The Members of the Trust are at the top of the governance pyramid, however they have little strategic or operational responsibility. Their main roles are:

- Appoint the majority of Directors to the CET Board of Trustees;
- Act as national ambassadors for the Trust;
- Act as a last line of resort in holding the Board to account.

3.1 The difference between CET Governance and a traditional Governing Body

The Trust Board takes responsibility for legal compliance and financial viability, so the LGB has the time to focus on what is most important: educational standards at the academy, as well as safeguarding, to ensure that students at the school are achieving their potential in a safe and happy environment. As an LGB Member, your view as a parent or as part of the community is vital in this discussion.

4. HOW THE LGB OPERATES

4.1 Expectations

CET understands that the role of a Local Governing Body member is voluntary, however, in order for the LGB to function efficiently and effectively, there are certain expectations of LGB members in order to achieve this.

i) Meetings

Meetings of the LGB take place roughly once every term. The meeting is prepared by the Headteacher and the Chair of the LGB, and the process is supported by the secretary or clerk to the LGB. You will receive an agenda and papers in advance of the meeting from the secretary/clerk.

Meetings are usually held in the evenings or at other times as agreed locally by all LGB members.

ii) Contribution at meetings and outside of meetings

Local Governing Body members are expected to come to meetings prepared; having read and familiarised themselves with the agenda and accompanying papers as well as being prepared to ask relevant questions (Please see section 3.2 and Appendix 6 for further detail and examples).

iii) Business Interest

LGB members are required to declare any business or other interests in any item being discussed at the LGB meeting. The LGB secretary will have the appropriate form for LGB members to sign.

iv) Link Responsibilities

LGB members are encouraged to be linked with key curriculum and/or other areas of interest/work (e.g. Equalities, Health and Safety, Safeguarding etc.). LGB members should make every effort to visit the Academy during the Academy day; all visits must be planned and focused on areas as agreed by the full LGB. Visits inform the work of the LGB and provide valuable information for support and challenge to the Academy's Leadership Team. LGB members are asked to report on their visit using the appropriate form. This report will be presented at the LGB meetings, and a central record of all visits will be held by the Clerk to the Board of Directors.

v) Overseeing financial performance

The Strategic Leadership Group will work with the Trust board to set academy budgets. LGBs are responsible for ensuring the academy operates within its budget, and that their Academy's money is well spent. They should do this by reviewing monthly finance reports and asking questions of the Headteacher such as:

- What is our financial position?
- Are our resources allocated in line with strategic priorities?
- Are we making full use of all assets and efficient use of all our financial resources?

vi) Safeguarding

All LGB members are required to have an up-to-date DBS check, as well as undertake annual safeguarding training as required. The LGB is responsible for ensuring that the academy meets its statutory safeguarding requirements.