



## **LT2 Governance and Operational Plan Summary 2017/18**

Learning Today Leading Tomorrow is a two school Academy Trust (one primary, one secondary) based in Rugby. The Trust has a small central team including a part-time CEO and Central Finance Function and external HR, payroll, Health and Safety and School Improvement Services.

The purpose of the Operational Plan is to consolidate the governance within the Trust; harmonise systems between and across the schools; ensure the Trust maintains compliance with statutory regulations and requirements; embed and share good practice; and implement policy, system and process improvements where required. The Plan is also a pre-cursor to sustainable development of the Trust when external conditions are favourable.

### **LT2 Priorities for 2017/18**

1. Support RFPS to achieve a Good or Better judgement at Ofsted at RFPS in 2017/18
2. Embed local governance and support RFSS executive leadership to prepare for Ofsted in 2018/19
3. Build capacity for sustainable governance systems and conduct a self-evaluation and governance review across the Trust
4. Harmonise financial procedures across the Trust and ensure effective Central Finance systems are embedded
5. Streamline policy development, oversight and review processes across the Trust
6. Refine the Framework for reporting Quality and Compliance to the Trust Board to enable trustees to carry out their duties and manage key risks efficiently
7. Finalise the LT2 Strategic Plan 2018-21 for future development and growth

This Operational Plan will be monitored by the Trust Board with certain functions delegated to the Audit Committee (denoted \*).

### **Schedule of responsibilities**

<b>Trust Board</b>	To approve the plan, monitor its implementation and approve any amendments to objectives and/or deadlines throughout the year To receive reports from the CEO at Trust Board meetings; propose any amendments to the working document To receive an end of year review report from the CEO and agree further objectives for 2018/19
<b>CEO</b>	To own the plan and oversee its implementation To prepare reports on its implementation and progress for Trust Board meetings and recommend amendments to the working document To delegate aspects of the plan to LGBs and Headteachers and support their involvement and feedback To prepare an End of Year review report from the CEO and recommend further objectives for 2018/19
<b>LGBs</b>	To implement various aspects of the plan relating to LGB governance To report to the CEO on aspects relating to LGB governance To make recommendations to the CEO for refinement of LGB governance
<b>Headteachers</b>	To work with the CEO to implement various aspects of the plan relating to day to day delivery To undertake tasks to support the LGB implement aspects that relate to LGB governance To report to the CEO on aspects relating to day to day delivery To make recommendations to the CEO as to implementation of Trust policy within the school and in particular with reference to policy that affects Trust employees To support employees within their school to work within Trust Policy
<b>All employees</b>	To work within Trust policy supported by Headteachers

The Operational and Governance Plan is designed to meet the six key features of effective governance as laid out by the DfE Governance handbook. Each Key Feature has a number of objectives for 2017/18 detailed in this summary and the associated Operational Workplan led by the CEO, sets out the key milestones, success criteria and accountabilities for each action. The workplan is intended to be a 'live' working document overseen by the CEO. Progress will be monitored by trustees and reviewed at Trust Board meetings. As priorities develop and change, objectives may be added or amended. Any reforecast relating to outcomes and or deadlines that arise will require the approval of the Trust Board.

<b>Key Feature 1</b>	<b>Strategic leadership that sets and champions vision, ethos and strategy</b>	
<b>Context:</b>	LT2 is a two school multi-academy Trust that will have its first Ofsted in 2017/18. The Trust has a new CEO and is embarking on the next stage of development and aims to deliver outstanding schools and growth	<b>Timeframe:</b>
Objective 1.1	Review the Trust Strategic Plan and approve Strategic Objectives and Growth Plans for 2018-21	Dec 2017 - June 2018
Objective 1.2	Ensure Schools' Development/Improvement Plans continuously reflect the Trust's vision, ethos and strategy	Feb - July 2018
Objective 1.3	Embed effective risk management at all levels of governance ensuring the Board monitors key risks and embedding effective mechanisms for LGBs reporting to the board *	Dec 2017 - June 2018
Objective 1.4	Ensure the Trust's is in a position to grow at the appropriate time (post-Ofsted) and can lever support from RSC	April - June 2018
<b>Key Feature 2</b>	<b>Accountability that drives up educational standards and financial performance</b>	
<b>Context:</b>	RFPS will have its first Ofsted in 2017/18; RFSS in 2018/19. A priority in preparing for Ofsted is to ensure governance at all levels is prepared and that systems for ensuring accountability are effective and improving	<b>Timeframe:</b>
Objective 2.1	Review reporting systems for analysis of pupil progress and attainment data, including specific groups	Feb 2018 - May 2018
Objective 2.2	Review the Trust procured School Improvement Function ensuring it provides effective evidence for trustees & supports HTs to drive up educational standards; make recommendations for further development in 2018/19	Oct 2017 - June 2018
Objective 2.3	Review governance processes for overseeing/monitoring school improvement, ensuring constructive challenge	Sept 2017 - July 2018
Objective 2.4	Review and further develop the Performance Management processes for executive leaders	Oct 2017 - April 2018
Objective 2.5	Review and further develop the Performance Management processes for other staff	April - Sept 2018
Objective 2.6	Evaluate Financial Function & reporting systems; make recommendations for further development; implement*	Sept 2017 - May 2018
Objective 2.7	Further develop HT and LGB skills to scrutinise financial data and establish a Trust level Audit Committee*	Dec 2017 - May 2018
Objective 2.8	Review and further develop procurement procedures*	April - June 2018

<b>Key Feature 3</b>	<b>People with the right skills, experience, qualities and capacity in governance and senior leadership</b>	
<b>Context:</b>	LT2 has a stable Trust Board and LGBs that are developing their capacity. Each of the two schools has a HT in their first headship. Executive support is from a new CEO (PT) and a Trust Business Manager (PT)	<b>Timeframe:</b>
Objective 3.1	Review Member, Trustee and LGB governor recruitment processes and recruit following needs analysis using tools from Academy Ambassadors	April - June 2018
Objective 3.2	Further develop trustees and LGB members and succession planning processes through effective information sharing, training plans for; develop a LT2 Governor Handbook	April - June 2018
Objective 3.3	Build future capacity through exploring mechanisms to support aspiring leaders and managing succession planning within the schools' leadership structures	April - June 2018
<b>Key Feature 4</b>	<b>Structures that reinforce clearly defined roles and responsibilities</b>	
<b>Context:</b>	LT2 has a well-established board but with the appointment of a new CEO and the aspiration to grow, it is a good time to review governance effectiveness and build capacity to support leaders within the schools	<b>Timeframe:</b>
Objective 4.1	Continue to review Board structures, meeting cycles and Board/Body ToR on an annual basis; further develop reporting and communication mechanisms between LGB and TB to ensure continued effectiveness	Oct 2017 - April 2018
Objective 4.2	Further develop the annual review processes to ensure the Trust board is able to review the effectiveness of structures as the Trust develops and adjust as the Trust matures	Nov 2017- July 2018
Objective 4.3	Ensure effective relationships between non-executive and executive leaders	Oct 2017 - July 2018
<b>Key Feature 5</b>	<b>Compliance with statutory and contractual requirements</b>	
<b>Context:</b>	LT2 schools have evolved individually with a range of effective support from DfE Education Advisors, their developing LGBs and the TB. Two years in, the TB aims to standardise its QA & compliance reporting systems	<b>Timeframe:</b>
Objective 5.1	Review Quality and Compliance reporting mechanisms; design a new framework to further develop efficient & proportionate reporting from LGBs/executive leaders to trustees to maintain effective risk management*	March - July 2018

Objective 5.2	Review process for ensuring compliance to education legislation in relation to the curriculum at each stage / statutory requirements for schools / subject areas	Feb – May 2018
Objective 5.3	Further develop the Central Financial Function; embed processes ensuring compliance to ESFA Finance Handbook*	Sept 2017- May 2018
Objective 5.4	Review LT2's HR service to ensure employer duties are met; review key employment related policies annually	Oct 2017 - July 2018
Objective 5.5	Schedule of review and policies reviewed to ensure continued compliance and effective review cycle*	Jan - May 2018
Objective 5.6	Review and embed mechanisms for reporting on compliance with legislation relating to specific groups of children	May 2018
Objective 5.7	Review and embed mechanisms for reporting on compliance with Charity and Company Law as per MATs	April 2018
Objective 5.8	Introduce policy and mechanisms to ensure compliance with GDPR Data protection at Trust and school level*	Feb - May 2018
<b>Key Feature 6</b>	<b>Compliance with statutory and contractual requirements</b>	
<b>Context:</b>	The Trust is in its third year of operation and has established LGBs and a small Central Executive Team. It is a good time to undertake a considered self-evaluation and governance review	<b>Timeframe:</b>
Objective 6.1	Further develop systems to demonstrate that LT2 Governance exceeds Ofsted minimum expectations	Sept 2017 - July 2018
Objective 6.2	Undertake a self-evaluation of governance at TB level and conduct a Governance Review across the MAT using externally facilitated expertise (NLG) to further develop governance in the Trust	March - July 2018
Objective 6.3	Review Clerking Service and make recommendations for 2018/19 across the Trust	Nov 2017 - June 2018
Objective 6.4	Review and further develop the effectiveness of governance documentation, discussion and decision making	May - July 2018