



Governorship: Roles and responsibilities





Beanfield Primary School



Gretton Primary School



Brooke Weston Academy



Kettering Science Academy



Compass Primary Academy



Oakley Vale Primary School



Corby Business Academy



Peckover Primary School



Corby Technical School



Thomas Clarkson Academy

Welcome

May I take this opportunity of extending a very warm welcome to you as a new governor of a Brooke Weston Trust school.

The purpose of this welcome pack is to serve as part of your induction by giving you a brief overview of what to expect as a Governor of your school, and as being part of Brooke Weston Trust.

The role of Governor is a vital in our schools and one which is much-appreciated by our staff, students and parents. Not only will you work closely with senior leaders at our schools as a 'critical friend', you will also be part of a well-run system of accountability, to ensure that our schools are the best that they can be.

Being a Governor is a multi-faceted role and one that we, as a Trust, do not underestimate. We value the diverse

skills and talents of our governors, many of whose professional skills have great relevance in running schools, and appreciate the commitment, dedication and time which Governors provide in joining our mission for Brooke Weston Trust to provide the best education possible for all our children.

If you have any questions regarding your role or of our governance structure more generally, please contact our Executive Officer, Anna Trott (atrott@brookeweston.org) who will be able to help.



Dr Andrew Campbell
CEO, Brooke Weston Trust

A. Campbell

Our approach and core values

"Our mission is to transform educational underperformance in the hardest places by making long term commitments to communities to improve achievement.

We champion new approaches to improve life chances for young people."



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Overview

The Brooke Weston Trust is a family of primary and secondary schools in Northamptonshire and Cambridgeshire. All our schools work hard to provide the best educational opportunities and life chances for the young people in their care. As a Trust we seek to 'make a difference' and are proud to work with children of all backgrounds and abilities. Our staff challenge themselves with one question every day by asking 'is the service I am providing good enough for my own child?' When the answer is 'yes', we are pleased but not complacent, when it is 'no' we leave no stone unturned to make rapid improvements.

The Trust is founded on five core values which are: Ambition for All, High Expectations, Excellent Teaching and Support, Working Together and Contributing to Society. The values direct every area of our work from every classroom to the board room.

Our fantastic young people are at the heart of everything we do. Life in each school is very busy and everyone can also take part in Trust-wide activities including trips, curriculum days and Trust competitions that are great opportunities for making friends from other schools and sharing learning, new experiences or sporting success.

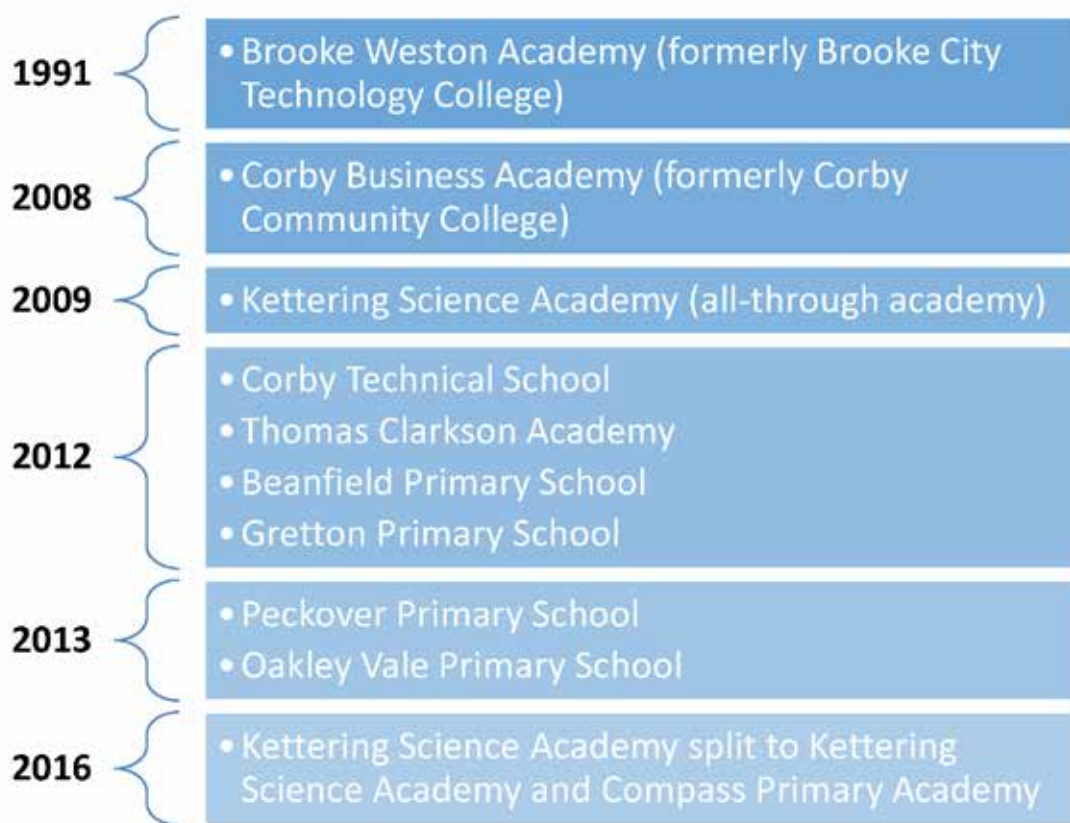
We promote a strong culture of professional collaboration amongst our staff which ensures the most appropriate and skilled people within the Trust are involved in key decision making and supporting other colleagues. Being part of a multi-academy Trust gives all our employees greater access to a wide range of high quality training and experience of working in very different educational settings.

The Trust's daily operation is underpinned by a small but dedicated Central Team delivering core services such as finance, IT, estates management and welfare.

Brooke Weston Academy at Great Oakley in Northamptonshire was our founding school and our sponsors Hugh de Capell Brooke and Garfield Weston were instrumental in bringing high quality, innovative state funded education to the area.

The Trust continues to enjoy the support of their families who retain seats on the board and are represented by Alexander de Capell Brooke and Guy and George Weston. Brooke Weston Trust was established in 2008 and is led by Dr Andrew Campbell.

BWT growth timeline



Academy	Brooke Weston Academy	Thomas Clarkson Academy	Corby Technical School	Corby Business Academy	Kettering Science Academy	Compass Primary Academy	Gretton Primary Academy	Beanfield Primary Academy	Oakley Vale Primary Academy	Peckover Primary Academy
Principal	Peter Kirkbride	Anne Hill	Angela Reynolds	Janina Taylor	Tony Segalini	Jo Fallowell	Jane MacDonald	Leyton Smith	Emma Goodwin	Carrie Norman
Chair of Governors	Phil Harris-Bridge	David Bailey	Gary Campbell	Clive Chenery	Steve Barton	Phil Harris-Bridge	Marianna Zazzi	Stephen Prati	Stephen Prati	David Oliver
Contact	01536 396366	01945 585237	01536 213100	01536 303120	01536 532700	01536 532707	01536 770366	01536 262000	01536 461199	01945 584741

Ensuring Effective Governance



At Brooke Weston Trust we place great significance of the importance of governance in raising school standards and ensuring effectiveness in the running of our academies. Our governors and members are an essential force in providing strategic leadership, effective management and accountability across the Trust and they bring with them a wealth of experience and expertise that help to raise standards of education.

Brooke Weston Trust governance model works 'to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance.' (page 9 of DfE Governance Handbook).

We are proud of our governance model - Our governors and members are an essential force in providing strategic leadership, effective management and accountability across the Trust and bring with them a wealth of experience and expertise which help to raise standards of education. The strength of our governance model was validated by the Education Funding Agency (EFA) Financial Management and Governance Audit (May 2015) where it was highlighted that effective controls were in place and the support and expertise of our governors across our governance model was excellent. We work alongside and provide advice and support for newly established MATs and work with national policymakers around all matters governance.

As outlined in the DfE Governance Handbook, the key features of effective governance provides the foundation by which Brooke Weston Trust assesses the effectiveness of its governance. These include:

- o **Strategic leadership that sets and champions vision, ethos and strategy**
- o **Accountability that drives up educational standards and financial performance**
- o **People with the right skills, experience, qualities and capacity**
- o **Structures that reinforce clearly defined roles and responsibilities**
- o **Compliance with statutory and contractual requirements**
- o **Evaluation to monitor and improve the quality and impact of governance**

Quotes from recent Ofsted inspections:

- **“Members of the local governing body and the Trust are extremely knowledgeable and have the skills to hold leaders to account. They are appropriately supportive and challenging” (2017)**
- **“Scrutiny of the minutes of governors’ meetings shows that they ask relevant and challenging questions about the school’s performance.” (2016)**
- **“Senior leaders and governors have an accurate view of the strengths and weaknesses of the school’s work. This is effectively used to plan improvements” (2016)**
- **“The roles of the local governing body and board of directors combine well to support and challenge school leaders. Their positive impact on the school’s strategic direction is reflected in their rationale for the changes made since you became principal” (2016)**



Members

Principal Sponsor
DE CAPELL BROOKE FAMILY
Sponsor Directors
Alex de Capell Brooke
Bob Lane

Board of Directors

Director
Co-opted Director
Sir Peter Simpson

Director
Co-opted Director
Steve Taylor

Director
Legal Advisor
Chris Priestley

Director
Chief Executive
Dr Andrew Campbell

Finance and Audit Committee

Member
Chair of Finance & Audit Committee
Phil Harris-Bridge

Member
Chair of Board of Directors
Richard Morrison

Member
Finance & Audit Committee
Mark Ward

Advisor
Finance Director
Debbie Tysoe

Advisor
Chief Executive
Dr Andrew Campbell

Chairs Forum

Chair of each Local Governing Body

Chief Executive
Dr Andrew Campbell

Chair of Board of Directors
Richard Morrison

Safeguarding Review Group

Member
Chief Executive
Dr Andrew Campbell

Member
Jill Sneddon

Member
David Bailey

Member
Carole Walton

Member
Debbie Thomas
BWT Safeguarding

Member
Kelly Greaves
BWT Safeguarding

Member
Martine Boyd
BWT Safeguarding Lead

Member
Simon Underwood
BWT Safeguarding

Operational

Finance Director
Debbie Tysoe

Chief Executive
Dr Andrew Campbell

Executive Principal
Leyton Smith

Executive Officer
Anna Trott

Local Governing Bodies

Brooke Weston Academy
Peter Kirkbride
Chair: Phil Harris-Bridge
NN18 8LA

Thomas Clarkson Academy
Anne Hill
Chair: David Bailey
PE13 2SE

Corby Technical School
Angela Reynolds
Chair: Gary Campbell
NN17 1TD

Corby Business Academy
Janina Taylor
Chair: Clive Chenery
NN17 5EB

Kettering Science Academy
Tony Segalini
Chair: Steve Barton
NN15 7AA



ers

Principal Sponsor
GARFIELD WESTON FOUNDATION
Sponsor Directors
George Weston
Guy Weston

irectors

Director
Chair of Finance & Audit Committee
Phil Harris-Bridge

Director
Chair of Board of Directors
Richard Morrison

Director
Co-opted Director
Heneage Stevenson

Education Standards Cttee

Member
Director
Simpson

Member
Frank Green

Member
Rachel Mortlock

Member
Steve Taylor

Executive
Campbell

Executive Principal
John Henrys

Executive Principal
Anne Hill

Executive Principal
Leyton Smith

Remunerations Committee

Sponsor Director
George Weston

Director
Chair of Board
Richard Morrison

Director
Co-opted Director
Sir Peter Simpson

Advisor
Finance Director
Debbie Tysoe

Advisor
Chief Executive
Dr Andrew Campbell

ns Group

Executive Principal
John Henrys

Executive Principal
Anne Hill

Senior Operations Manager
Tim Laws

Senior Finance/HR Manager
Christine Stewart

Health and Safety Committee

Estates Director
Matt Isherwood

Site Manager
Barry Gibb

Site Manager
Shaun Houghton

Site Manager
Pete Underwood

Site Manager
Frank Burton

H&S Advisor
Tony Bird

Senior Operations Manager
Tim Laws

ning Bodies

Compass Primary
Jo Fallowell
Chair: Phil Harris Bridge
NN15 7EA

Gretton Primary School
Jane MacDonald
Chair: Marianna Zazzi
NN17 3DB

Beanfield Primary Academy
Leyton Smith
Chair: Stephen Prati
NN18 0LJ

Oakley Vale Primary School
Emma Goodwin
Chair: Stephen Prati
NN18 8RH

Peckover Primary School
Carrie Norman
Chair: David Oliver
PE13 1PJ



Effective governance in our BWT Trust is supported by:

Trust Members & Founding Sponsors

Guardians of the constitution

Responsible for ensuring the Trust's objective (*establishing, maintaining, operating, managing and developing schools and collaborating with other schools and the wider community to share expertise and resources*) as per the Articles of Association is met and to hold the Board of Directors to account. The Trust Members are our founding sponsors.

Trust Board of Directors

Directors of the Trust

Responsible for the general control and management of the administration of Brooke Weston Trust and, in accordance with the provisions set out in the Articles of Association and Master Funding Agreement, is legally responsible and accountable for all statutory functions and the performance of the academies under its responsibility.

This means they set, review and monitor:

- performance and standards of the Academies
- Trust-wide policies which reflect the Trust's ethos and values and meet statutory requirements
- risk management processes across the Trust
- the strategy and future direction of the Trust
- stakeholder feedback including from students, staff and parents
- terms and conditions for all staff and set performance management/pay processes
- financial performance of the Trust
- health and safety compliance across the Trust

Trust Sub Committees and best practice groups

Finance and Audit Committee

responsible for the financial administration of the Trust, on behalf of the Board of Directors.

Education Standards Committee

responsible for holding the Trust senior executives to account for all aspects of school performance and standards.

Remunerations Committee

responsible for setting the pay and terms and conditions for all staff.

Health & Safety Committee

responsible for ensuring the safe operation of its schools and their associated activities.

Safeguarding Review Group

responsible for safeguarding.



Local Governing Bodies

The Board of Directors retain ultimate responsibility for the governance of Brooke Weston Trust however, each academy has its own Local Governing Body (LGB). Each LGB is responsible for providing support and challenge to our academies on behalf of the Board of Directors.

Brooke Weston Trust recognises and promotes the vital role of the local governor in our academies. As well as providing critical support to the academies' senior leadership teams, maintaining links with the local community and establishing effective relationships with pupils and parents, the local governor acts as a champion of the Brooke Weston Trust values in our academies.

The Local Governor has responsibility for contributing to the work of the governing body in ensuring high standards of achievement for all children and young people in the school by:

- **Setting the school's vision, ethos and strategic direction**
- **Holding the Principal to account for the educational performance of the school and its students**
- **Ensuring the school and staff have the correct resources and support to fulfil their function.**

AMBITION FOR ALL NEWS

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TRUST CHAIRS OF GOVERNORS SIGN AMBITION FOR ALL PLEDGES

24/09/2017



The Chairs of Governors from across our Trust have signed Ambition for All pledges, which will be displayed in their respective schools. The pledges, which are also signed by our CEO and each Principal, encapsulate this year's campaign to champion ambition for all our students and staff.

Each school will take turns to be the 'torchbearer' of the campaign and our CEO, Dr Andrew Campbell, is currently visiting each school to talk to students and staff over how they can be involved, both corporately and individually.

For more information on the campaign, click [here](#):

In this section

> Ambition for All News

Primary News

Secondary News

Trust News

Staff newsletters

BWT magazine

Social Media

Photo galleries

Summary of responsibilities:

Strategy	Education and Curriculum	Governance	Staff and HR	Finance
<ul style="list-style-type: none"> In consultation with the Principal, agreeing the school's vision, ethos and annual priorities. Ensure the vision, ethos is embedded and promoted across all aspects of the school. Challenging the Principal on progress against annual priorities. Acting as an ambassador for the school in the local community and beyond 	<ul style="list-style-type: none"> Support the Principal in setting and reviewing progress against the academy's improvement plan priorities including: <ul style="list-style-type: none"> o quality of teaching, o student attendance & behaviour, o safeguarding o curriculum effectiveness Review performance data of all students to determine if appropriate progress is being made Making regular visits to the school as a 'link governor' Support the academy on matters of staff and student disciplinary, complaint, exclusions etc. 	<ul style="list-style-type: none"> Monitoring the academy's risk register Review and make recommendations on Trust policies and procedures. Ensure compliance with Trust policies and statutory regulations Carry out governance effectiveness reviews to identify any skills gaps in the governing body Ensure up to date register of business interests. 	<ul style="list-style-type: none"> Ensuring the academy is fully staffed to meet educational and operational requirements of the academy Supporting interview process for appointments above Vice Principal level Ensuring staff are accessing appropriate CPD Ensuring compliance with Trust HR policies 	<ul style="list-style-type: none"> Ensuring the school and staff have the correct resources and support to fulfil their function Ensuring appropriate use and probity of pupil premium and sports premium funding

Examples of documents needed

<ul style="list-style-type: none"> Trust Vision and Values statement Trust annual priorities 	<ul style="list-style-type: none"> RAISEonline document School development plan School evaluation form 	<ul style="list-style-type: none"> Overview of the academy's risk register Trust policies and procedures Trust governance structure 	<ul style="list-style-type: none"> Overview of the academy's staffing plan Trust policies and procedures 	<ul style="list-style-type: none"> Overview of budget position, including expenditure on sports/pupil premium funding
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Governing Body roles:

In addition to chart *(on previous page)*

Chair of Governors:

- To act as a representative of the Board of Directors
- To ensure the business of the governing body is conducted in accordance with the Trust's Scheme of Delegation
- To ensure meetings run effectively, focusing on priorities and making the best use of time available. To ensure all present have an equal opportunity to participate and make decisions
- To establish and foster an effective relationship with the Principal based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the governing body acts as a sounding board to the Principal and provides strategic direction

Vice Chair of Governors:

- Assist the chair on their function, therefore keeping work load to a reasonable level
- Assist in the preparation of reports and other documents as required
- Meet and support the Chair and Principal as required
- In the absence of the Chair, chair meetings of the governing body
- When the Chair is unavailable take urgent action on behalf of the governing body where necessary and inform all governors of any such action
- When chairing the meeting to have a second or casting vote should the need arise

Clerk to the Governors:

- To work effectively with the Chair of Governors, the other governors and the Principal to support the governing body.
- To advise the governing body on constitutional and procedural matters, duties and powers
- To convene meetings of the governing body
- To attend meetings of the governing body and ensure minutes are taken
- To maintain a register of members of the governing body and report vacancies to the governing body
- To give and receive notices in accordance with relevant regulations
- To perform other such functions as determined by the governing body

Link Governor:

with responsibility for one (or more) of the following areas - safeguarding, SEN, pupil premium, a curriculum area

- To understand the remit and scope of their link area
- To meet the subject leader/person responsible for their respective link area regularly
- To generate questions or recommendations
- To familiarise themselves with key school documentation relating to their link area including policies/development plan
- To attend training and become aware of relevant local and national developments
- To raise the profile of their link area in LGB meetings and report back in writing
- To enable the governing body to support and challenge their link area by comparing what is seen in school with information from the subject leader/teachers and Principal combined with evidence from external data

Training opportunities

Regular training opportunities exist in the following areas:

- Safeguarding and Child Protection
- Performance data
- Health and Safety
- Preparing for Ofsted
- Handling complaints

Chairs' Forum

The purpose of the group is to:

- Share best practice amongst Chairs of Governors across the Trust enabling robust and efficient governance throughout all academies;
- Act as a channel of information from the Board of Directors and its subcommittees/best practice groups to the local governing bodies of each academy;
- Identify training and CPD requirements for local governing bodies to ensure governors are able to carry out their function effectively.
- Meets three times per year before each Board meeting – in order to make recommendations to the Board.

Topics to consider:

The National Governors' Association has a wide range of resources to assist Governors, especially those new to the role. Here is an overview of topics that it recommends that governors familiarise themselves with in order to ensure they are holding the school and its SLT to account:

- Do we have a clear vision and strategy for the school?
- What are the school's values?
- What are we doing to raise standards for all children?
- Are we making best use of the Pupil Premium?
- How well does the curriculum provide for and stretch students?
- How does the school promote good behaviour?
- Do we have a sound financial strategy, make the most efficient use of our resources, obtain good value for money and have robust procurement systems?
- Do we keep children safe and healthy?
- How well do we keep parents informed?
- Does the school offer a wide range of extra-curricular activities that engage all students?

Further info/references

Key documents that govern Brooke Weston Trust, all of which are on the BWT website:

- Articles of Association – a document that outlines the purpose of the company as well as the duties and responsibilities of its members defined and recorded clearly.
- Master Funding Agreement – the contract between the Secretary of State for Education and the academy that sets out the terms on which the academy is funded.
- Academies Financial Handbook – sets out the financial management, control and reporting requirements that apply to all academy trusts.

Getting started:



The induction process:

As part of your induction to the local governing body it is strongly recommended that you make an appointment, via the school office, with the Principal to visit your school and have a look around. Before the visit, it would be useful to consider what information you need to know about the school – i.e. the school's strengths and aspirations as well as the areas for improvement. This will enable you to have a deeper understanding of the school so that you can provide the appropriate support and critical challenge to the school and its senior leaders.



The Code of Conduct:

It is important for governors to understand how they go about their role, particularly those who have not been a governor before. The BWT Governors' Code of Conduct details the expectations of the role, the commitment required to undertake the role, and the need to be able to provide the right balance of support and challenge to, and develop effective working relationships with, the senior leaders and staff across the school. This also outlines the responsibilities of governors to remain observe confidentiality where required, as well as prudence and diplomacy. The Governors' Code of Conduct is enclosed which you will need to read, sign and return to the clerk of the governing body.



School policies:

Policies for all of Brooke Weston Trust's Academies are set by the Board of Directors, however governors will need to ensure that these are adhered to by the school and staff. It is strongly recommended that you familiarise yourself with the school policies. Please note there may be localised guidance notes/procedures for an individual school which Governors will need to be involved in preparing, where appropriate.



Training and development:

Mandatory training:

Induction training and safeguarding training is mandatory for all new governors and should be completed within the first academic term of your joining the governing body.

Induction training: This is delivered by the Executive Officer at a time convenient to you, supplemented by a short online course.

Safeguarding training: This is delivered by the Trust Safeguarding Lead at regular intervals throughout the year. Please contact your clerk to arrange.

Link governor training: We expect that should you assume responsibility for a particular areas (pupil premium, SEN, safeguarding) you attend the appropriate relevant training to support you in your role.

Other training: As a governor within the Trust you will be contacted about a range of training and development opportunities.

Access to Governing Body documents on Brooke Weston Trust website:

You will be provided with access to the Governors' Area on the Brooke Weston Trust website where all documentation for Governing Body meetings is published and archived. Please see the user guide for further information on how to access the Governors' Area.

Safeguarding:

Brooke Weston Trust believes that it is of the utmost importance to have good systems for protecting and safeguarding the welfare of all our students.

This means that all those who work with students must be alert to possible concerns and report these appropriately and in a timely manner.

In order to protect our students in our Brooke Weston Trust Schools it is our aim to:

- *Create an atmosphere where all the students feel safe, secure, valued and listened to*
- *Recognise the signs and symptoms of abuse*
- *Respond quickly and effectively to cases of suspected abuse*

The Single Central Record:

All schools are required to maintain a Single Central Record which records all of the information required as part of the robust safeguarding and recruitment checks for anyone who is working with children.

Upon appointment you will need to contact the school office to arrange a Disclosure and Barring Service (DBS) check where you will need to bring along various identity information. This is a legal requirement and will be checked by Ofsted and other agencies. All new governors are required to complete a declaration of eligibility form to confirm that they are able to work with children.

Safer recruitment:

From time to time Governors may be involved in assisting with interviews for teachers or senior members of support staff. It is a legal requirement that recruitment panels should comprise at least one person who has been trained in safer recruitment. You will be contacted about these training opportunities by the school or by the Trust.

New Governor induction checklist:

Governance Information:	✓
Received Governors Charter	
Received Governors Terms of Reference	
Received Scheme of Delegation	
Received Summary of BWT Governance Meetings	
Completed and returned Declaration of Business Interests Form	
Received contact details of the Local Governing Body (including the clerk)	
Provided the school and clerk with contact details	
Received dates of Local Governing Body meetings	
Arranged induction training with Executive Officer	

School information:	✓
Completed DBS check with the school	
Arranged meeting with the Principal and/or Chair	
Received School Development Plan	
Received latest Ofsted report	
Received minutes of latest Local Governing Body meeting	
Received latest performance data	
Provided brief CV and photo for the school website	

Brooke Weston Trust



Brooke Weston Trust
 Coomb Road, Great Oakley
 Northants, NN18 8LA

Tel: 01536 397000