



Makerfield Academy Trust

Making a Difference





The Makerfield Academy Trust

The Makerfield Academy Trust is a multi-academy trust in the north west of England. It mainly works in the historic Makerfield area of South Lancashire; this extends from Liverpool in the west, to Chorley in the north and east to Eccles.

The Trust is a charitable company whose object is to advance the education of students at the schools in the Trust.



Vision

The Makerfield Academy Trust is committed to **Making a Difference** to the way schools operate, via partnership and collaboration. The lives of all the young people who attend the schools in the Trust will be enriched and enhanced.

We are committed to providing a rounded education and meeting the needs of all individuals. We aim to provide:

- A broad, balanced and varied curriculum that maximises aspirations and that **Makes a Difference** to their achievement
- A range of opportunities for personal development that **Makes a Difference** to every individual
- A welcoming and supportive environment for all that **Makes a Difference** to our sense of community and each individual in it

Our framework will allow each school to flourish, whilst retaining and developing their own independent culture and ethos. Each school will operate within a strategic partnership and improve quality, share and develop best practice and operate effectively and efficiently.



Strategic Overview

The strategic aims are built on the vision and values of the Makerfield Academy Trust, that will make a difference for all who study or work there. The following objectives will ensure that the public, parents and stakeholders have confidence in our approach. These objectives are:

1) Leadership and Governance

- The Board of Directors acts as moral and legal owners and in the best interests of the Trust. They will govern lawfully, in accordance with its Articles of Association
- The Trust will have visionary leadership, clarity of governance for each Local Governing Body, effective oversight, clear lines of accountability, adequate support and structures for sustainability. It will develop a welcoming and supportive environment

2) Academy Effectiveness

- To ensure that each school in the Trust provides the very best teaching and learning, with a broad, balanced and varied curriculum
- To provide collaborative opportunities for CPD to ensure that staff have the skills necessary to raise standards and support the students effectively
- To monitor the provision of a range of opportunities for personal development

3) Academy Performance and Standards

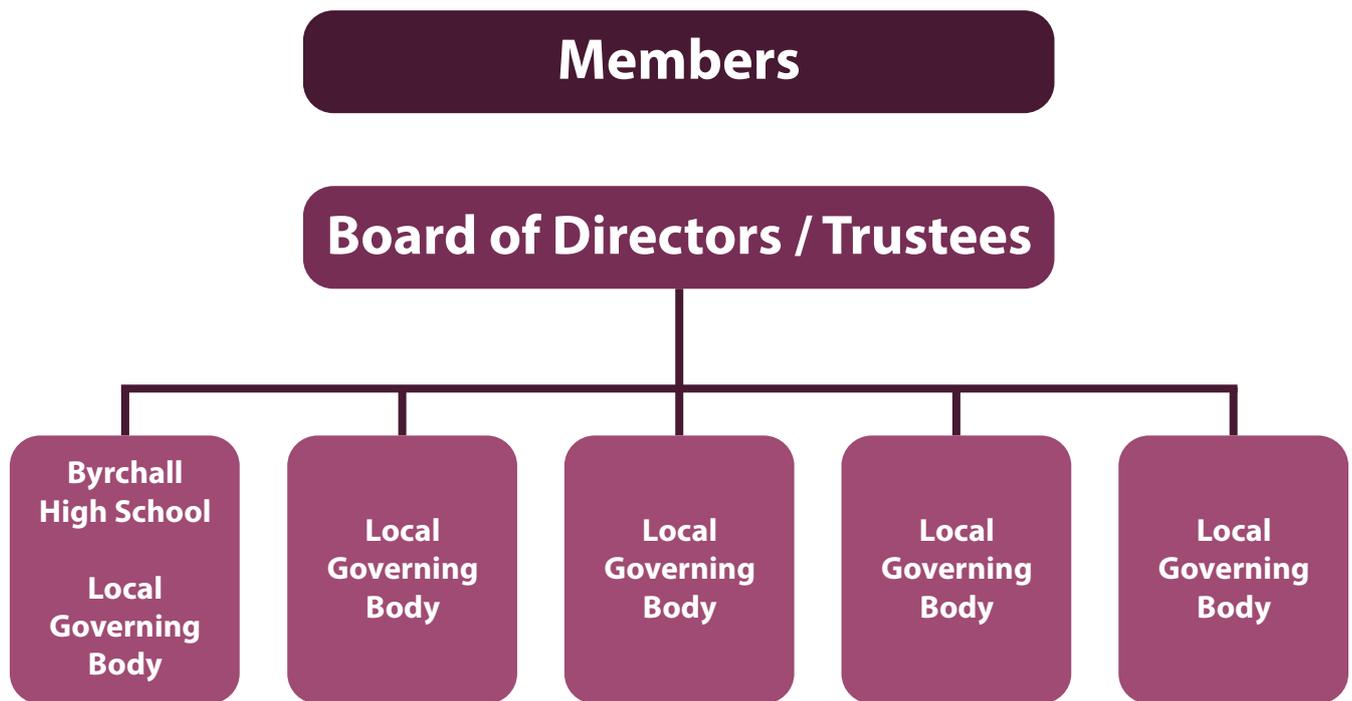
- To ensure there is a rigorous and robust programme of quality assurance and self-evaluation of the Makerfield Academy Trust and each school
- To monitor performance data regularly to support teachers, build expertise, intervene with students to deliver positive outcomes and high achievement for all

4) Central Services

- To ensure the Trust has business arrangements that are efficient and effective to enable all the schools to develop and prosper and provide a high quality education



Structure of the Makerfield Academy Trust



Article 12

The Members of the Academy Trust shall comprise:

- a) up to 2 persons to be appointed by the Foundation;
- b) up to 2 persons to be appointed by the Makerfield Community Trust
- c) 1 person to be appointed by the Members, appointed under clause 12a and 12b
- d) any person appointed under Article 15A

Board of Directors / Trustees

Article 46

The Academy Trust shall have the following Trustees:

- a) up to 2 Trustees appointed by the Members (Article 50)
- b) up to 2 Trustees appointed by the Foundation (Article 50A)
- c) up to 4 Trustees appointed by the Makerfield Community Trust (Article 50AA)
- d) the 2 Principals of the Founding Schools;
- e) the CEO (Article 57)
- f) a minimum of 2 Parent Trustees (elected or appointed under Articles 53-56). In the event that no Local Governing Bodies are established (Article 100A) or if no provision is made for at least 2 Parent Local Governors on each established Local Governing Body (Article 101A).

Article 47

The Academy Trust may also have up to 4 Co-opted Trustees appointed (Article 58)



Leadership and Governance

The Members of the Makerfield Academy Trust agree the vision and values of the Trust.

They are responsible for:

- Agreeing and/or amending the Articles of Association
- Appointing members
- Appointing and/or removing Directors
- Holding the Board of Directors to account for the effective discharge of their duties
- Winding up the Trust

Board of Directors

The Makerfield Academy Trust is a charitable trust.

The Board of Directors must ensure they comply with charity and company law requirements.

The core functions of the Board is to set the strategic direction of the organisation, ensure the vision and values are upheld and ensure financial probity. As a Multi Academy Trust, the Board is responsible for all the schools in the Makerfield Academy Trust. They will do this by delegating functions to the Local Governing Body of each school through a Scheme of Delegation.

The Board of Directors will be responsible and accountable for:

- Agreeing and monitoring the targets and performance of students and the school
- The delegation of powers to each Local Governing Body
- Agreeing the budgets for all schools in the Makerfield Academy Trust
- Ensuring each curriculum is relevant and appropriate
- Reviewing the performance of the Headteachers, in conjunction with the Chairs of the Local Governing Bodies



Local Governing Bodies

Each school's Local Governing Body will receive a level of responsibility and autonomy appropriate to its specific circumstances; therefore it will be earned autonomy.

If a school is in an OFSTED category there will be close supervision of all its functions, by the designated central officers. If a school is classed as 'Good' or 'Outstanding' by OFSTED, there will be minimal day-to-day supervision and the Local Governing Body will operate with maximum autonomy.

The core business of each Local Governing Body will be:

- Ensuring the vision and values of the Makerfield Academy Trust are upheld
- Reviewing and monitoring the Self Evaluation and the School Improvement Plan
- Oversight of setting targets for school and student achievement
- Monitoring and reviewing progress and attainment
- Monitoring and reviewing the quality of teaching and learning
- Ensuring the budget is on track and the money is well spent through financial accountability
- Reviewing and monitoring the curriculum

Governors

To carry out the role effectively governors must be:

- Prepared and equipped to take their responsibilities seriously
- Acknowledged by the lead professionals in the schools
- Accountable to the Trust Board of Directors
- Supported by the appropriate leaders
- Willing and able to monitor and review their own performance



Head Office Responsibilities	School Responsibilities
Strategic direction & education research	Day to day management
Strategic school improvement planning	Produce and deliver School Improvement Plan (SIP)
Corporate policies	School specific policies
MAT and Governance administration	Local Governing Body support
Company Secretary duties	
Financial statutory accounts	Maintenance of school accounts
Audit – internal and external	Implement and manage school financial controls
DFE / EFA finance returns	Head Office returns (financial & non-financial)
Legal – corporate	Legal – specific cases
Financial systems implementation	Financial systems user licences
Strategic procurement	Operational procurement
Tax planning and HMRC returns	VAT administration
Strategic HR planning	School HR services
Estate management	Site management
Admissions Policy and planning	Admissions administration
Insurances	
Risk management co-ordination	Maintain risk register and proactively manage risk
Bank services and mandates	Banking and bank reconciliations
Payroll account management	Payroll monitoring
TPS and LGPS pension returns	Pension monitoring
Employee benefit administration	
Budget co-ordination and	Budget preparation





Makerfield Academy Trust Effectiveness

Robust self-evaluation and appropriate development planning will support each school to develop and improve. Quality assurance of support given is integral to the success of an improving school, as will external verification.

There will be a programme of self-evaluation processes and reviews to ensure support is appropriate and effective.

School-to-school support will be available from within the Trust, and an enhanced support programme for school improvement will be available from the larger membership of the Makerfield Community Trust. These will provide high quality support and excellent opportunities for leadership development for key personnel.

The outcomes of these reviews and support will be reported to the relevant Local Governing Body and to the Board of Directors.

Makerfield Academy Trust Performance

Internal data analysis and external performance measures will be used to monitor its performance of each school within the Trust. This information will be incorporated into the self-evaluation and review processes.

The analyses will support setting challenging targets for each school, monitoring the progress, identifying the need for support and to ensure that each school is providing a high quality education.



Strategic Overview Priorities

September 2017 - August 2020

September 2017 – August 2018

Leadership and Governance

- Develop Governance Structures and plan delegation for LGB.
- Skills and Knowledge Development for governors to improve effectiveness
- Review strengths and areas for development for each school and plan for school improvement
- Explore expanding the MAT to additional schools

Academy Effectiveness

- Use the expertise within the Makerfield Community Trust to provide immediate intervention and build capacity in staff.
- Design and develop the self-evaluation and review processes
- Evaluate the quality of the current staffing and develop an appropriate and high-quality CPD programme
- Robust self-evaluation of the schools in the MAT and an effective development plan in place

Academy Performance and Standards

- Review assessments procedures and whole school data collections to ensure fit for purpose allow for immediate intervention
- Plan performance accountability system for ongoing progress monitoring
- Identify areas for immediate intervention to impact on 2018 results and use the expertise within the Makerfield Community Trust

Central Services

- Review of functions, staff roles, value for money and expertise
- Plan for new staffing structure and central functions to provide economies of scale and effective services



September 2018 – August 2019

Leadership and Governance

- Effective Leadership and Governance leads to all schools judged as at least 'Good' by OFSTED
- Plan for timetable of adding schools to the Makerfield Academy Trust, to ensure capacity and stability to maintain and improve current schools' performances.

Academy Effectiveness

- Provide leadership development opportunities across the Makerfield Academy Trust to improve effectiveness of each school
- Bespoke programme of CPD available across the Makerfield Academy Trust, based on robust analysis of need and sharing expertise
- Use the Makerfield Community Trust to provide a wide range of appropriate CPD
- Develop cross-school research groups to develop effective teaching and learning

Academy Performance and Skills

- Secure improving outcomes for all students in the Makerfield Academy Trust, through careful review and monitoring and then appropriate intervention and support
- Robust systems for assessment and monitoring and ensure accountability at all levels
- 2019 results continue on an upward trend through improved teaching and learning, monitoring and support.

Central Services

- Provide central services for HR, Payroll, Estates, IT and Purchasing
- Staff development opportunities to improve effectiveness



September 2019 – August 2020

Leadership and Governance

- Expand the MAT with up to 5 schools, while having the capacity to ensure all the schools sustain and develop their performance
- All schools are OFSTED 'Good' or better
- One of the schools to be close to or achieving OFSTED 'Outstanding'

Academy Effectiveness

- Collaboration across the Makerfield Academy Trust and the Makerfield Community Trust to provide an effective self-improving model
- A range of expertise available within the school improvement systems of the Makerfield Academy Trust and the Makerfield Community Trust
- A model of widening the opportunities for staff promotion and further experience, and so ensuring succession planning

Academy Performance and Standards

- Secure improving outcomes for all students in the Makerfield Academy Trust
- Reviews identify the foundation at Key Stage 3 is challenging, learning is secure and will lead to further improvements at the end of Key Stage 4.

Central Services

- Extend the range of central services provided by the Makerfield Academy Trust for greater efficiencies and purchasing savings
- Streamlined business administration and support functions in place.



Makerfield Academy Trust is a limited company with charitable status.



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