

KTC GOVERNANCE IMPACT STATEMENT 2018

Delegated Responsibility	Governor Assigned	Actions	Impact [Intended/Actual]
STRATEGY			
Develop and implement the strategic vision for the academy with the headteacher ensuring that it is in line with the overall vision and values of TKAT	Chair	Close collaboration between chair, TKAT senior leaders and HT on all strategic issues. Full involvement by HT of whole LGB in presenting and developing his vision for the school especially in terms 1, 2 and 3.	Strong support for the new HT as he pursued strategies to address all major aspects of the school's poor performance. Clear acknowledgement by HMI (Section 5) in April 2018 that school on track to make steady improvement. Rapid improvement in key areas of student outcomes, T&L, behaviour, staffing structure, and reversing financial decline.
Determine budgeting and curriculum priorities with the Headteacher	ALL	Detailed reporting to FGB by HT and by Sandra Short, Executive BM, created clarity re seriousness of financial crisis. Governors responded strongly by supporting radical changes to 6 th Form provision and gave full backing to a staffing re-structure	Clear three-year plan in place to rectify large and growing deficit.
Play an active part in the recruitment of the Headteacher and other senior leaders, as appropriate	Chair	Chair worked closely with HT, TKAT's RED, JTM, and with TKAT SLT to bring additional capacity to KTC's SLT.	EW appointed from RGS in 11/2017 at DHT level HH appointed from Cleve following Ofsted visit in 04/2018, to start asap.
Develop and review staffing structures, with the Headteacher supported by the Director of Education	ALL	Re-structure approved by FGB, appeals panels set up, etc.	Significant re-structure completed with large costs savings. This has gone some way to ensuring the future viability of the school.
Facilitate collaboration	Chair	Chair has worked closely with TKAT senior leaders and local TKAT schools.	See above.

KNOWLEDGE AND ACCOUNTABILITY
(Improving outcomes for all pupils)

Set performance benchmarks, ratified by the local Director of Education	ALL	Governors have challenged the reliability of data on predicted performance and have agreed key areas for improvement e.g. performance of the more able, performance of PP and SEN students, and behaviour. Governors have monitored progress by conducting a good number of visits focusing on these areas throughout the year.	Significant improvement in performance at GCSE in summer 2018 for most groups of students and in most subjects. Disappointing results at KS5: governors may have failed to pay sufficient attention to this area.
Undertake an active part in the performance management of the Headteacher	Chair	No involvement in 2017. DB set targets jointly with RED (JTM) in September 2018, and will be involved in mid-year review.	None so far.
Support, challenge and hold the leadership to account for the implementation of the Academy plan in partnership with the Local Director of Education, focussing particularly on Academy performance targets and progress data	ALL	<ul style="list-style-type: none"> • Challenge is a major focus of all LGB meetings • All visits are focused on support and challenge around key targets • LGB is kept fully informed of findings of external bodies whose role is to challenge performance viz. Ofsted and TKAT monitoring visits 	Constructive and continuous dialogue between school and LGB helping to support increased pace and effectiveness of school improvement strategies over the past 12 months
Develop effective links with the Academy community and the wider local community	Chair	Working closely with the RED (JTM) to deliver extra capacity to KTC, especially at SLT level. Attending meetings of the local TKAT network of chairs (convened by JTM) Developing links with Greenwich University to enrich transition to KS5 and beyond	Extra capacity added <ul style="list-style-type: none"> • EW as deputy from RSG • HH as seconded deputy from Cleeve Greenwich University committed to developing link.

PROBITY

<p>Develop, implement and monitor strategic and operational policies with the Headteacher, supported by Director of Education</p>	<p>ALL</p>	<ul style="list-style-type: none"> • Regular LGB Business sub-committee meetings to monitor spending and progress • High level of challenge at all LGB meetings re financial issues and value for money. • All TKAT policies in relation to financial transparency fully implemented 	<ul style="list-style-type: none"> • Policies required by law and by TKAT all in place. Policies designed by the school (e.g. Behaviour) carefully monitored and revised via dialogue between HT and LGB (e.g. several refinements have been made to the Behaviour policy, and to T&L and Assessment policies in this way) • Greater clarity of understanding by LGB of the dimensions of KTC's financial difficulties • More rapid response by LGB to confronting the financial challenges, e.g. approval of moves towards co-educational status, radical pruning of sixth form provision, staffing re-structure • Rapid improvement in the medium and long term financial viability of the school
<p>Set and approve the Academy budget, subject to final approval by the local Director of Education.</p>	<p>ALL</p>	<p>Full consultation with EBM and HT on setting the budget</p>	<ul style="list-style-type: none"> • Effective budget set and implemented • Re-structure fully and smoothly completed • Radical cost-saving alterations made to post-16 provision
<p>Monitor and challenge expenditure in accordance with appropriate authorisations</p>	<p>ALL</p>	<p>See above:</p> <ul style="list-style-type: none"> • Regular LGB Business sub-committee meetings to monitor spending and progress • High level of challenge at all LGB meetings re financial issues and value for money. 	<p>See above Note: In terms of the LGB's impact, none of the above would have been as effectively completed, or in some cases even attempted, without the appointment of Sandra Short as EBM from term 6 in 2017:</p>
<p>Ensure that shared service provision, where in place, is coordinated and effectively managed with the direct support of the TKAT Executive</p>	<p>ALL</p>	<p>Monitoring through meetings and visits</p>	<p>More effective monitoring: for example, the new ESOL provision was visited on 15th October by governors, soon after it had opened.</p>

Oversee any significant capital expenditure and building projects with the executive team	ALL	Monitoring through meetings and visits	All projects visited and completed to budget.
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Reviewed and Agreed by Governing Body

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Signed by Chair