



Elliot Foundation Academies Trust

Membership Services Document

2017-18

Document control

Date	Revision amendment details	By whom
11th April 2016	2016-17 document 1st draft	Hugh Greenway
14th April 2016	Operations group revisions - spelling, addition of contents page, contact details for directors, additional of Elliot Learning Foundation	All
15th April 2016	Finance committee review and revisions	Hugh Greenway
6th May 2016	TEFAT board - greater clarity on finance recharges	Trustees
July 2017	Redraft	Hugh Greenway/Andy Kreppel
July 2017	Approved by TEFAT board	Trustees

Contents

[Document control](#)

[Contents](#)

[Introduction](#)

[Membership services breakdown](#)

[Education support](#)

[Education standards monitoring services provided](#)

[School improvement services provided](#)

[Innovation and education technology services provided](#)

[System leadership, network building and CPD services provided](#)

[Additional services \(subject to available resources\)](#)

[Finance](#)

[Finance services provided](#)

[Changes in 2016-17 charging structure](#)

[HR & Governance](#)

[HR & Governance services provided](#)

[Additional services available at cost](#)

[FM, Estates and Compliance](#)

[Estates & FM services provided](#)

[Additional services available at cost](#)

[TEFAT Central](#)

[Corporate services provided](#)

[Continuous improvement](#)

[Continuous Improvement process](#)

Introduction

The Elliot Foundation Academies Trust (TEFAT) is an established medium sized business with 1,600 staff in 26 schools serving almost 10,000 children. It is part of our ethos that we will never be 'established'. We will innovate continuously and develop our services with a view to improving overall outcomes for our children and staff. Consequently this document may be subject to revision as our offering evolves.

Nevertheless, TEFAT has established a set of principles that will govern the relationship between the corporate functions of TEFAT and its academies.

1. **Self determining schools;** Principals and Local Governing Bodies (LGBs) are responsible for the management of staff, finances, buildings and equipment in their academies
2. **Minimal change;** the only changes that TEFAT requires of converting academies is that they adopt the TEFAT, finance, HR & payroll, Google platform and MIS systems in common with all TEFAT academies and follow TEFAT policies
3. **Localism;** we will work with school staff and governors during the conversion process on assessing the quality and value for money of the services that support the school and where we are agreed that a change is desirable we will assist in procuring a local alternative provider
4. It is **not our intention to recreate a local education authority;** the pattern of services supporting each academy is likely to vary from region to region and from academy to academy
5. **Partnership working;** TEFAT central professional staff will work with academy principals, staff and governors to develop and refine arrangements for monitoring, support and challenge for TEFAT academies
6. **Presumption of support;** as there is no distinction between TEFAT and its academies, when new issues arise academies should assume that the Trust will aim to support within the limits of available resources and not to the detriment of other TEFAT academies

This document should be viewed in conjunction with the matrix of delegation that is shared on the TEFAT website.

Membership services breakdown

TEFAT retains 5% of total GAG funds at the centre to pay for the services provided to its academies that are outlined in this document. This does not include pupil premium or any other funding which is passported directly to the academies themselves.

There are no plans to raise or lower this percentage inside the current planning cycle which is three years (unless there is a significant further change to government funding in that period)

Directorate	% of GAG
TEFAT central <ul style="list-style-type: none"> • Leadership, strategy, advocacy & PR • Regional clusters, school effectiveness, school improvement <ul style="list-style-type: none"> ◦ Progress partners ◦ Support & challenge • Membership of the Elliot Learning Foundation (@ £6 per pupil) <ul style="list-style-type: none"> ◦ CPD, leadership development ◦ Research • Innovation and education technology <ul style="list-style-type: none"> ◦ Collaborative platform 	2.375%
Finance	1.25%
HR & Governance	0.875%
FM & estates	0.25%
Contribution to reserves	0.25%
Total	5%

Education support



Travis Latham, Regional Director, West Midlands

travis.latham@elliottfoundation.co.uk

☎ 07894 583965

Responsible for school effectiveness across the trust



Simon Adams, Regional Director, London

simon.adams@elliottfoundation.co.uk

☎ 07833 730571

Responsible for school improvement across the trust



Caroline Oliver, Regional Director, East Anglia

caroline.oliver@elliottfoundation.co.uk

☎ 07840 268336

Responsible for safeguarding across the trust



Rachel Jones, Innovation Director

rachel.jones@elliottfoundation.co.uk

☎ 07841 016828

Responsible for innovation and education technology across the trust



Sue Robinson, Development Director

sue.robinson@elliottfoundation.co.uk

☎ 07903 593061

Responsible for system building, CPD and research across the trust

School effectiveness services provided

- Providing a quality assured Progress Partner to each academy
- Tailored visit programme
 - Visiting at least once each term (In Step academies)
 - Visiting half termly (Step Up academies)
 - Tailored support planned together with academy leaders (Step In academies)
- Monitoring progress against action plans
- Brokering support for action plans if required
- Running data comparisons of similar schools to inform assessment activity
- Procuring and developing systems to combine performance data consistently for all TEFAT academies and enable efficient and meaningful analysis
- Using data benchmarking to identify strengths in provision and facilitate sharing of leading practice amongst TEFAT academies and
- Procurement and supplier management of a centrally sourced MIS
 - Gaining feedback on MIS to help drive product development roadmap and functionality
 - Managing MIS provider performance
- Transforming the use of TEFAT MIS from teachers recording and tracking progress to a trust-wide enabling of data-led intervention
- Offering of in-school data provision

School improvement services provided

- Developing a local hub of schools with a regional director who knows them well
- Providing termly briefing documents and updates on school improvement and policy issues
- Coordination of regional and national moderation groups
- Providing a baseline analysis, conducted in partnership with the incoming academy, to establish school improvement support within the Step Programme
- Annually assessing the school's performance against TEFAT values and determining the level of support required
- Undertaking pre-OFSTED assessments to help identify areas for improvement
- Defining improvement activity through data comparison
- Supporting the Principal in revising the improvement plan and setting targets for his/her school

- Developing a coordinated and collaborative approach to address policy changes as they occur e.g. National Curriculum, assessing without levels
- Facilitating subject specialist leadership and collaboration across the Foundation (currently English, mathematics, computing, e-learning)
- Brokering academy to academy support across the Foundation
- Brokering support from the national network of expertise e.g. NLE, LLE and Teaching Schools, Education Endowment Foundation
- Brokering partnerships and beneficial fees with respected national organisations e.g. [NACE](#), [NASEN](#), [Achievement for All](#), [NAACE](#), [Whole Education](#)
- Supporting the Governing Body in the performance management of the Principal
- Exceptionally providing interventions to support (e.g. public meetings) the academy and governors in line with the TEFAT Step Programme
- Exceptionally, appointing TEFAT executives to LGB to achieve emergency turnaround and
- Representing the interests of TEFAT academies with national bodies such as the DfE, Education Funding Agency and the National College

Elements of monitoring and improvement may be provided by TEFAT partner organisations, all specialists in their field. See our separate document detailing the TEFAT InStep Programme.

Innovation and education technology services provided

- Driving the effective use of Education Technology to improve outcomes for all pupils across the Trust
- Growing the opportunities for collaboration between children and teachers across the trust
- Establishing a single Google tenancy across the Trust
- Hosting and facilitating the online TEFAT community, providing a portal to share resources, create forums for specialist areas, and provide regular CPD opportunities e.g. webinars
- Facilitation of Elliot Community Leaders working group to drive innovation strategy and governance
- Support for significant technology purchases
- Supplier management of RM contract
 - Gaining feedback on RM to help drive product development roadmap and functionality
 - Managing RM performance

System leadership, network building and CPD services provided

As a TEFAT academy you will automatically be a member of the **Elliot Learning Foundation** a company we are creating to deliver the best possible CPD, leadership development, research and practice development and to actively share this with schools and academies outside the Elliot Family. Your membership fee is included in the TEFAT 5%.

- Linking and networking with other organisations to facilitate and support learning partnerships and leadership opportunities which include: Teaching Schools/Council, LAs, Universities, National College, Education Trusts, Teaching Leaders, Leadership Curriculum Licensees, school and professional development partnerships and research organisations (BELMAS)
- Developing, maintaining and quality assuring a Learning Partnerships Directory, with guidance and associated forms to support system leadership
- Create and develop Professional Development Pathways for all staff in all clusters of TEFAT academies to include: Teaching staff development ITT, both postgraduate and School Direct; Newly and Recently Qualified Teachers (N/RQTs); Middle Leadership; Senior Leadership; Aspirant Principals, and new and experienced/Executive Principals. Leadership development opportunities for non- teaching leadership staff together with teaching support staff
- Induction for new Principals
- Governor development days and core development programme
- Cross cluster curriculum conferences and a leadership conference
- Encouraging broadening of experience by role sharing and joint initiatives
- Proposing research areas and publishing results
- Brokering bespoke Masters, Ed D and PhD and other post-graduate provision
- Attendance across the clusters at Principals' Regional Meetings
- Meeting with Principals as required to support individual development needs

Additional services (subject to available resources)

- Support for Teaching School applications
- Facilitation and chairing at training events
- Support for the development of 'in house' training and development programmes
- Editing or writing case studies on behalf of academies
- Advice and support for qualifications/career planning
- Research support and advice for academies or working groups on the choice of research project, questions and instruments, analysis and publication of research material

Finance



Julie Lombardo, Finance Director
 julie.lombardo@elliotfoundation.co.uk
 ☎ 07841 595604

- Strategic financial planning
- Budget support, production of year end financial statements & external audit

Finance services provided

- Administration of group-wide financial accounting system to enable all schools to input and access data on a common platform
- Treasury and cash flow planning
- Day to day transactional finance support
- Month end closure and preparation of management accounts support
- Bank reconciliation support
- Advice & emergency assistance
- Making appropriate arrangements for financial assurance;
- Supporting the annual budget process and ensuring submitted to EFA within deadlines
- Submitting financial reports to EFA and other agencies in required formats and timescales and
- Procurement and supplier management of a common finance system
 - Gaining feedback on finance system to help drive product development roadmap and functionality
 - Managing finance system provider performance
- Setting group-wide financial policies, where they go beyond the EFA handbook.
- Production of annual account for the Elliot Foundation Academies Trust
- External audit of the Elliot Foundation Academies Trust including the accounts for all Elliot Foundation Academies Trust academies
- Procurement service and insurance support

Additional services (subject to available resource)

- Central office finance team support to SBM which is over and above expected support required (i.e. performing year end reconciliations and covering for SBM)

absence/sickness) may be recharged at a cost of £250 per day (the Principal and COG of academies that are at risk of incurring this charge will be informed in advance)

HR & Governance



Bob Anderson, HR Director
bob.anderson@elliottfoundation.co.uk
☎ 07714 445393

HR services provided

- Consultation and negotiations nationally with trade unions and professional associations
- Providing employment policies and procedures
- TEFAT-standard letters and documents
- Periodically reviewing human resources issues and practice across TEFAT and dissemination of best practice
- Regular updates and gatekeeping items
- Strategic human resources advice including restructuring and succession planning
- Employee Assistance Programme for all staff
- Actively supporting the recruitment process for principal and/or vice principal
- Membership of The Key (management support and research)
- Provision of legal representation for Employment Tribunal cases
- Procurement and supplier management of a common HR and payroll provider
 - Gaining feedback on HR provider to help drive further service definition
 - Managing HR and payroll provider performance

Additional services available at cost

- Quality-assured operational HR consultancy support;
- Support for staff recruitment other than principal and/or vice principal;
- Assistance in administration of DBS disclosures;
- Occupational Health;



Jem Shuttleworth, Head of Governance & Policy
jem.shuttleworth@elliottfoundation.co.uk
☎ 07510 308980

Governance services provided

- Strategic governance support including Governors Handbook and Governor Toolkit
- Direct support for LGBs to review, reflect, develop and monitor their practice
- Regular updates and networking opportunities for all governors
- LGB bespoke development programme where required to meet TEFAT aims
- Ensuring that the LGB is focused on, and effective in, supporting school improvement priorities
- Membership of The Key for Governors
- Support for strategic management issues including admissions, exclusion matters and appeals, LA liaison and issues resolution
- Support for complaints including acting as advisor to the LGB panel
- Developing, managing and maintaining of non-staffing policies
- Support with use and understanding of policies

FM, Estates and Compliance



Trish Martin, Estates Director
trish.martin@elliottfoundation.co.uk
☎ 07766 116211

Estates & FM services provided

- Conducting an annual audit of:
 - Health & safety;
 - Asbestos management;
 - Premises management regimes
 - Statutory compliance
 - And H&S Policies
- Strategic management of the Trust's estate and capital funding
- Annual review of premises development plans
- Site survey conducted every 3 years with projected 5 year costs and associated asset strategy
- A suite of H&S policies and procedures to be adopted by the school
- Support and guidance arising from accidents reported by school,
- Management and prioritisation of works across the Trust's schools estate through the School Condition Allocation in consultation with Academy Principals
- Provision of annual H&S and premises management training courses
- Procurement and supplier management of an estates support provider
 - Gaining feedback on estates provider to improve service and performance
 - Managing estates provider performance

Additional services available at cost

- Additional consultancy and training on compliance issues;
- Consultancy support in devising and implementing strategic premises plans; and
- Professional and technical project management for locally funded capital works;
- Review of asbestos plan
- Statutory compliance testing regimes
- Support health and safety issues for proposed minor works, including the vetting of method statements and risk assessments.

- Accident Investigation when needed for an accident to a member of staff in order to coordinate evidence against a potential claim.
- Annual review of the school Fire Risk Assessment
- Assistance with the completion of Educational Visit Risk Assessments
- Funding Applications- Sport England etc
- Energy Advice and Management

TEFAT Central



Hugh Greenway, CEO
 hugh.greenway@elliotfoundation.co.uk
 ☎ 07881916376

- Anything else not covered in the above in line with the “presumption of support” within the Introduction to this document

Corporate services provided

- Creative, innovative and refreshing leadership
- Strategic direction and continuous improvement (see below)
- Ministerial and DfE representation and lobbying, representing the Trust and the Trust’s Academies’ point of view to key Governmental stakeholders
- PR, marketing and communications support, representing the Trust and developing positive PR for the Trust and our Academies
- Crisis management support
- Project management support
- Risk management, managing the risk profile for the Trust and our Academies
- Contingency fund

Continuous improvement

The Elliot Foundation has established a model for reflection and critical self-assessment that is built into our governance framework and is driven by the following agents:

The sponsor: The Elliot Foundation

- is a company limited by guarantee and a registered charity
- is governed by a board of trustees which meets at least three times a year and is appointed by the members
- is custodian of the vision and holds the Elliot Foundation Academies Trust to account for its performance
- raises money to support its charitable objectives
- appoints the majority of the Trustees to the board of the Trust

The Trust: The Elliot Foundation Academies Trust

- is a company limited by guarantee with charitable objects
- is a Multi Academy Trust governed by company law, charity law and education law
- is the responsible body accountable to the DfE and its agencies for the provision of education in the academies it controls
- is governed by a board of trustees which meets at least every eight weeks
- delegates authority to its Officers, the Operations Group and Local Governing Bodies according to its matrix of delegation

The Operations Group

- is made up of the executive directors of the the Trust (the CEO, FD, HR & governance director, Development Director, Regional Directors, Estates Director and other invitees)
- meets weekly via teleconference and is responsible for the day-to-day management of the Trust
- is chaired by the CEO

Local Governing Bodies (LGBs)

- Each academy or federation has a Local Governing Body whose make-up is determined by the articles of association of the Trust
- The majority of governors are appointed by the Trust
- The LGB's authority is delegated to it from the Trust Board
- LGBs are responsible for holding their Principal(s) to account on behalf of the children and communities which they serve
- At least two LGB chairs serve on the Trust board by invitation of the Trust

Principals

- Are employees of the Trust responsible for the provision of education in their schools
- They report to the Regional Director of their cluster and are held to account by their Local Governing Body

Continuous Improvement process

- Each year in the autumn term the Operations Group commission a Principals' Survey
- The survey seeks a net recommender score from each academy Principal on each of the Trust's directorates and the services they provide
- The results of this survey are fed back to the Sponsor, the Trust, the Ops Group, LGBs and Principals
- Trust directors are required by the CEO to provide service improvement plans informed by this survey in the winter term
- The Ops Group consolidates these plans into a draft strategy which is presented to the Principals' Council in the spring
- The feedback from the Principals' Council is incorporated into the strategic plan which is then presented to the Trust and Sponsor Boards for adoption
- The Sponsor and Trust Boards then hold the CEO to account for the implementation of the plan
- The Standards Committee is responsible to the TEFAT board for standards within each of the regions. The standards board holds each of the Regional Directors to account for standards in the three regions.