

CEO report to the board

[Date]

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1. Executive summary

A summary of what is happening that the board should know about across key areas of the trust, such as educational standards (see also section 4), finance and HR. Also, a brief highlight of successes and areas of concern from the last term.

(1 page, max.)

2. Current challenges for the trust

A list of existing problems or challenges that the trust is facing, with a brief explanation of why it matters and what can be done about it.

For example, challenges might include dealing with unexpected hits to the budget, retaining or recruiting staff, risk-management problems, the effects of the education landscape at a given time (e.g. national funding formula), or a weak local governing body cluster.

(Aim for no more than 1 paragraph per challenge.)

Trust

Challenge	Response
	•

Westbury

Challenge	Response

Woodlands

Challenge	Response

Denewood & Unity

Challenge	Response

3. Trust-level KPIs

KPIs have been set to be achieved within three years. Options are to report termly against all or select sections to report against over the year

RAG rating key:

Red – not yet achieving, requires further action

Amber – not yet achieving, doesn't require urgent action

Green – fully achieving

No.	Key performance indicator (KPI)	RAG rating	Explanation for the rating
1			
2			
3			
4			
5			
6			

4. Academy-level internal assessment information

The tables below aim to offer a brief overview of pupil performance in each academy (example mainstream table below – I will work on the Special/PRU dashboards over the summer). **Detail will be considered through Standards Committee and LGB Clusters once established.**

Key trustee question - which subjects would you like to see data on? The following are suggested examples only:

- Settings with early years provision can report on: communication and language; physical development; personal, social and emotional development; literacy; and maths
- Primary schools can report on reading, writing and maths (and primary SEN / PRU settings)
- KS4 curriculum might report on English and maths as a minimum; some boards may wish to see data on all EBacc or progress 8 subjects, or particular areas that the trust is focusing on – such as vocational or technical subjects, FBV, Citizenship, SRE, RE, Music, physical activity/health
- Exclusion, attendance?
- Characteristic groups i.e. pupil premium. I would suggest this should be viewed at a LGB Cluster level. However, we could consider looking at a global picture.

[School name 1]

	Progress: pupils on track to meet or exceed end-of-year target (%)	Attainment: pupils on track to meet or exceed end-of-year target (%)	RAG rating
[Year group]			
[Subject 1]			
[Subject 2]			
[Subject 3]			
[Year group]			
[Subject 1]			
[Subject 2]			
[Subject 3]			
[Year group]			
[Subject 1]			
[Subject 2]			
[Subject 3]			

Additional comments

Where relevant, a brief explanation of important contextual information about the data and RAG ratings – such as any steps the Academy is taking to address 'red' or 'amber'-rated performance levels.

5. Academy Improvement Team

These tables will be developed once the central team has been established. They will aim to offer a brief picture of activities and impact (taken from improvement plans) and highlight Academy level improvements.

Areas will include:

1. Safeguarding and child protection
2. Attendance and Punctuality
3. Attitudes to learning (Exclusions, behaviour, rewards)
4. Learning and Development

6. Staffing data

Detail will be considered through Finance, Audit and Resource Committee.

School name	Staff turnover rate (%)	Staff attendance (% days)	Disciplinary proceedings (No.)	Number of vacancies (No.)
Woodlands				
Westbury				
Denewood & Unity				
Ambleside				
Trust Centre				
Overall				

7. Governance

Ultimately, trustees need to determine what they would like to monitor as governance grows (I do believe in the spirit of transparency, this should also include members and trustees).

Governance	Board meeting attendance	Committee meeting attendance	Linked Trustee Academy activity	Training and Development engagement	Number of vacancies
	(%)	(%)	(No.)	(%)	(No.)
Members					
Trustees					
Cluster 1					
Cluster 2					
Cluster 3					
Overall					

8. GDPR

Detail will be considered through Finance, Audit and Resource Committee.

Site	Employee updates (INSET) (No.)	SLT updates (No.)	Audit activity (RAG/DATE)	Subject Access Requests (No.)	Data Breach (No.)
Westbury					
Woodlands					
Denewood					
Unity					
Ambleside					
Trust					
Overall					

Where relevant, a brief explanation of important contextual information about the dashboard, including examples of good practice and areas of concern.

9. Preparation for the next stage

Detail will be considered through Vulnerable Groups Committee and LGB Clusters once established.

Site	Transition activity (No.)	Employability programme (No.)	Positive destination (%)	Work Experience (%)	External partnership (No.)
Westbury					
Woodlands					
Denewood					
Unity					
Ambleside					
Overall					

9. Finance

Detail will be considered through Finance, Audit and Resource Committee and LGB Clusters once established.

Site	Woodlands			Westbury			Denewood			Unity			Ambleside			
	B	F	V	B	F	V	B	F	V	B	F	V	B	F	V	
Budget/Forecast/Variance																
Total Income (£)																
Total Expenditure (£)																
In Year Surplus/(Deficit) (£)																
Pupils																
Income per pupil (£)																
Cost per pupil (£)																
Number of lessons																
Cost per lesson (£)																
Staffing (% of Total Income)																
Non pay (% of Total Income)																
Energy (% of Total Income)																
Maintenance (% of Total Income)																
Educational services (% of Total Income)																
Quality of Education (% of Total Income)																
Pupil Rewards (% of Total Income)																
Supply (% of Total Income)																
PPG Income (£)																
Sports Grant (£)																

- The above table will give trustees a simple consolidated Trust view of the key performance indicators relating to the MAT's financial performance. Taking in both the budget (B) and forecast (F) actuals
- it will enable trustees to see what the impact of any fluctuations in income or expenditure throughout the year will have on specific metrics such as staff costs as a % of income or cost per pupil per lesson
- This will enable clear financial benchmarking across the schools within RLT and highlight any risks within the individual provisions. This will also be accompanied by graphical data to show projected cash flows and a range of other user defined data sets

10. Safeguarding children

Detail will be considered through Vulnerable Groups Committee and LGB Clusters once established.

Site	Woodlands	Westbury	Denewood	Unity	Ambleside
Number of pupils with a child protection plan in place					
Staff development (% of staff who have up-to-date safeguarding training)					
Number of LAC					
Number of children entitled to receive PPG					

A: All C: Child Protection, S: SEND, L: Looked After, P: Pupil Premium	A	C	S	L	P	A	C	S	L	P	A	C	S	L	P	A	C	S	L	P	A	C	S	L	P
Number of children excluded from school																									
Number of permanent exclusions																									
Average length of exclusion issued																									
Number of pupils excluded more than 10 days in a year																									
% of absence																									
Number of referrals to internal FAP arrangements																									

11. Staff wellbeing and Safety

Detail will be considered through Finance, Audit and Resource Committee and LGB Clusters once established.

SITE	STAFFING INFORMATION (TO INCLUDE CHANGES OVER THE TERM)			NUMER OF STAFF INJURIES REPORTED AT WORK	NUMBER OF PERSONAL INJURY CLAIM	STAFF ABSENCE RELATED TO MH & WELLBEING (%)
	NAME	ROLE	CHANGE			
Woodlands						
Westbury						
Denewood						
Unity						
Ambleside						
Trust						

	REVIEW OF PERFORMANCE MANAGEMENT OUTCOMES			EVALUATION OF ACADEMY'S CONTINUING PROFESSIONAL DEVELOPMENT (CPD)		
	% EXCEEDS EXPECTATIONS	% EXPECTED	% REQUIRES IMPROVEMENT	TYPE OF CPD	EXPENDITURE	IMPACT
Woodlands						
Westbury						
Denewood						
Unity						
Ambleside						
Trust						

12. Summary of CEO's activity

A summary of what I have doing since the last report. Focused only on what the board really needs to know and where there is an impact on the trust at a strategic level. For example, this might be discussions with schools that are joining the trust, progress with the trust's operational plan, or meetings with regional schools commissioners (I am not suggesting this is going to be a list of everything I do in each cycle!)