

EVALUATION OF A MULTI ACADEMY TRUST'S EFFECTIVENESS

1. OPERATIONAL LEVEL

Each year, each of the key deliverables in the top-level annual MAT operational plan is assessed as:

Fully achieved; partially achieved; or not achieved.

The actions that drive those deliverables are assessed as:

Completed; underway; or not started.

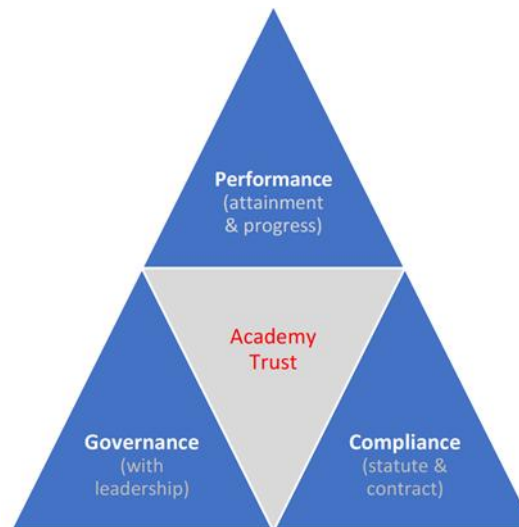
These assessments are included in the MAT's annual report which is available for public scrutiny.

These assessments are undertaken by the Senior Executive Team and led by the Chief Executive, who may commission external consultants to support the process and bring in additional experience and objectivity.

2. STRATEGIC LEVEL

Every two years, the overall effectiveness of the MAT is assessed under the three headings of:

Performance, Compliance and Governance with Leadership. (see diagram below)

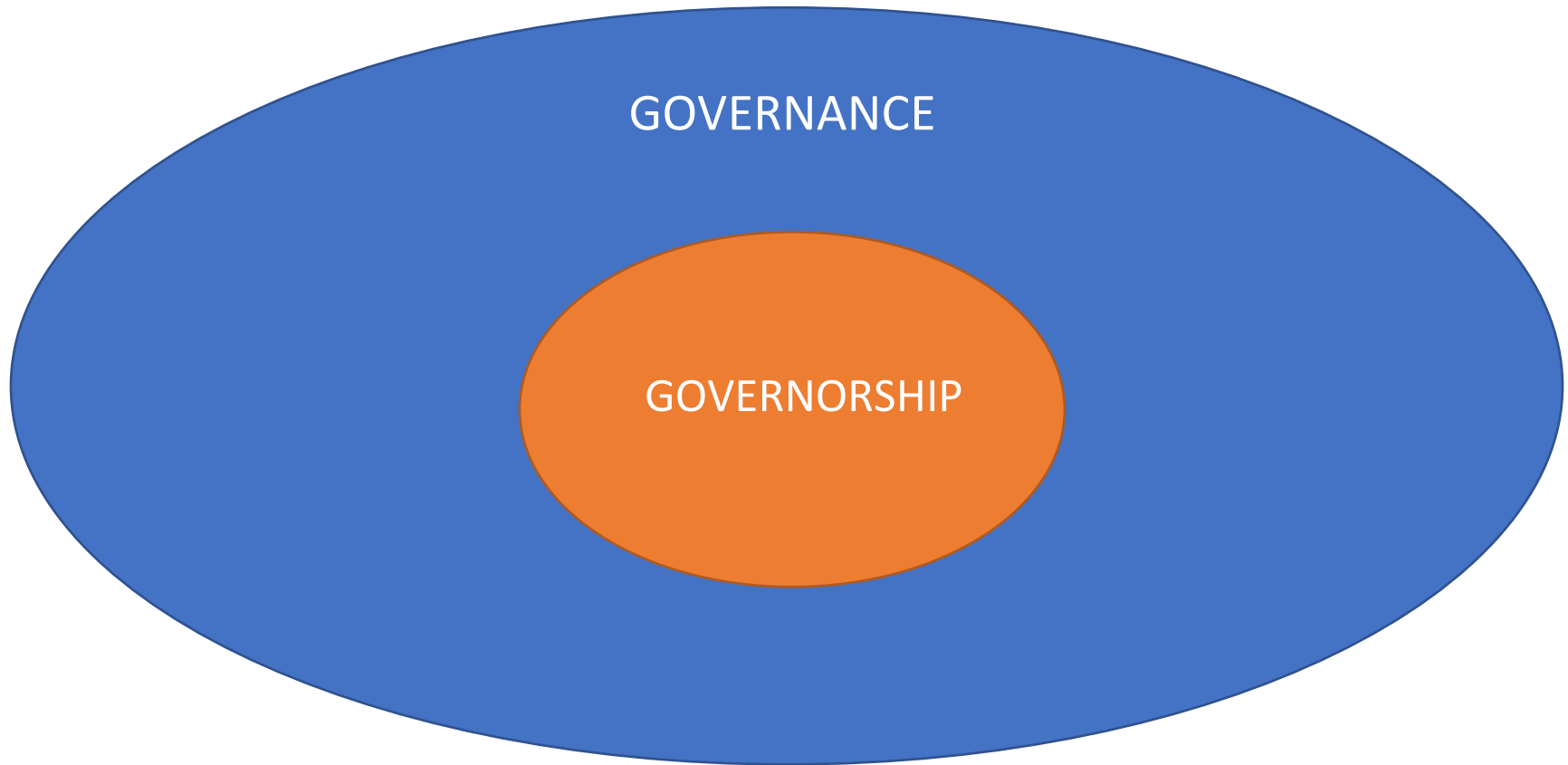


Each is graded 1 – 4 in line with Ofsted categories.

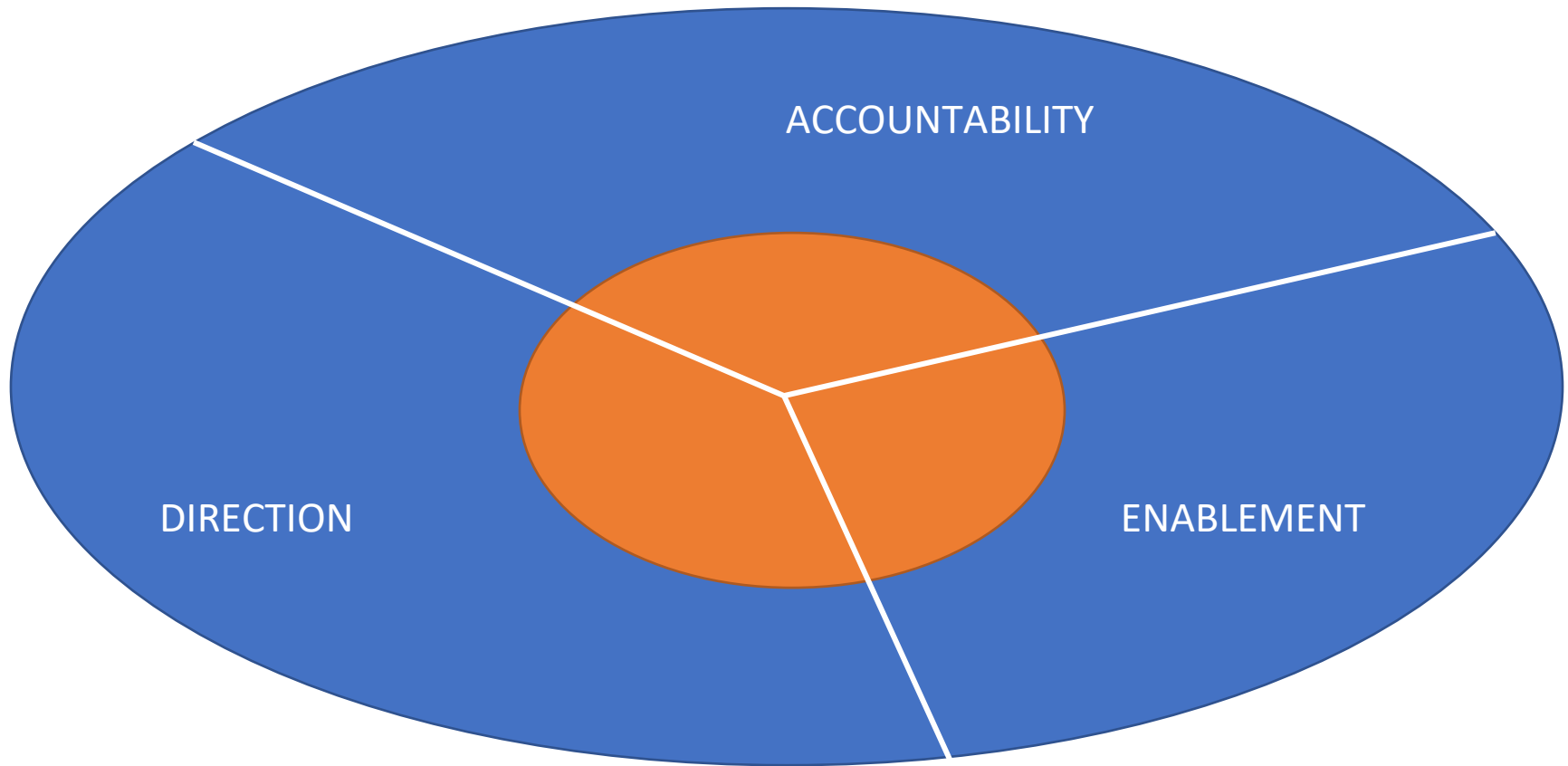
- Assessment of the performance strand is informed by the operational assessments above and the evaluations of outcomes from the constituent academies.
- Assessment of the compliance strand is enabled through use of the compliance audit tool to be found on [“The Key”](#) or through the use of [other checklists](#).
- Assessment of the governance strand is facilitated through use of an [experimental adaptation](#) of the NHS Well-Led Review self-evaluation tool.

These assessments are undertaken by the Board and led by the Chair, who may commission external consultants to support the process and bring in additional experience and objectivity.

MORE TO GOVERNANCE THAN GOVERNORSHIP



COMPONENTS OF GOVERNANCE



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ACCOUNTABILITY

Two golden threads: (1) from the organisation to its users; (2) from the organisation to its funders

Communication: reporting, listening and responding - transparency

Relevance, validity and reliability of information reported

Clear internal lines of accountability that reflect the lines of delegation below: silver threads

DIRECTION

Clarity of vision (future position) reflecting needs and aspirations of users and funders – inclusive stakeholder authorship

Strategy – the long-run road-map to achieving the vision – inclusive organisational authorship

Top-level annual operational plan with key deliverables that translates strategy into practice

Annual delivery plans with performance measures that together achieve the key deliverables above

ENABLEMENT

Stated values and a culture that translates values into behaviours and practices

Clarity of purpose

An organisational structure with clear roles and a line of delegation from Members to Directors to Top Level Executive to Constituent Academies

Policies and procedures that ensure compliance and performance and reflect values