

Viking Academy Trust



Governance Handbook

Approved by the Trust: Term 1 2016

Reviewed annually: Term 1

Last review date: September 2020

Contents

1. Introduction.....	4
2. Governance Structure	4
3. Constitution and remit of the Trust Board.....	5
4. Delegated powers of the Viking Academy Trust	6
5. Powers and responsibilities retained by the Trust Board.....	6
6. Finance, Audit and Risk Committee.....	7
6.1. Purpose.....	7
6.2. Membership.....	7
6.3. Attendance at Finance, Audit and Risk Committee meetings.....	7
6.4. Quorum.....	8
6.5. Voting at committee meetings	8
6.6. Appointment of chair	8
6.7. Clerk.....	8
6.8. Recording and reporting the proceedings of committee meetings	8
6.9. Frequency of meetings and programme of work	9
6.10. Authority	9
6.11. Review date	9
7. Personnel and Appraisal Committee Structure	9
7.1. Purpose.....	9
7.2. Membership.....	10
7.3. Attendance at Personnel and Appraisal Committee Meetings.....	10
7.4. Quorum.....	10
7.5. Voting at committee meetings	10
7.6. Appointment of chair	10
7.7. Clerk.....	10
7.8. Recording and reporting the proceedings of committee meetings	10
7.9. Frequency of meetings and programme of work	11
7.10. Authority	11
7.11. Review date	11
8. Relationship between the Trust and the Local Advisory Bodies (LAB).....	11

9. Local Advisory Body Structure.....	12
Membership	12
Attendance at LAB meetings	12
Quorum	12
Voting at LAB meetings	12
Appointment of chair	12
Clerk	12
Recording and reporting the proceedings of LAB meetings	13
Frequency of meetings and programme of work	13
Review date.....	13
Appendix 1 - Governance structure	14
Appendix 2 - VAT Governance Lines of Accountability.....	15
Appendix 3 - VAT Governance Roles and Responsibilities	16
MEMBERS	17
TRUSTEES.....	17
LOCAL ADVISORY BODY (LAB).....	18
Appendix 4 - VAT Governance Role: HR Focus.....	20
HR LEVELS OF AUTHORITY	20
Appendix 5: Leadership Staffing Structure	23
Appendix 6: Long Term Growth Plan: Leadership Staffing Structure (Trust Senior Leadership).....	24
.....	24
Appendix 7: Long Term Growth Plan: HUB Collaboration Model (Trust Senior Leadership).....	25
Appendix 8: VAT Governance Membership and Board of Trustees Committees	25
Appendix 9: VAT Governance SAFEGUARDING Overview	26
Appendix 10: The Nolan Principles	27
Appendix 11: Framework for Ethical Leadership in Education.....	28

1. Introduction

All Governors and staff at Viking Academy Trust work towards the realisation of the Trust's vision 'Empowering children through education - One Childhood, One Chance'.

VIKING MISSION: The VIKING ACADEMY TRUST is committed to improving the life chances of all children. Through high quality teaching and learning and an innovative, inspirational curriculum, our children will discover a love of learning, a thirst for knowledge and the opportunity to develop their talents beyond the confines of the classroom!

All Viking Academy Trust (VAT) Governors play a key role by performing three key functions:

- Overseeing the financial performance of the **school** and making sure its money is well spent.
- Holding the Executive Head Teacher (CEO)/Head of School to account for the educational performance of the **school** and its pupils.
- Ensuring clarity of vision, ethos and **strategic** direction by strategic leadership

The VAT Governance Handbook should be used in conjunction with the Scheme of Delegation (published on the [Trust website](#)).

2. Governance Structure

The VAT Board of Trustees reviews and approves the Trust governance structure annually.

The governance structure must be:

- compliant with DfE requirements, company and charity law
- scalable and so adaptable to growth or change within VAT

The structure complies with the [Academies Financial Handbook](#) and the [Articles of Association](#).

See Appendix 1: The Viking Academy Trust Governance Structure

All members, trustees and 'local governors' (members of each school LAB: Local Advisory Body, known as 'governors') must adhere to the 'Nolan Principles' of public life (*see Appendix 10*) and the [Framework for Ethical Leadership in Education](#) (*see Appendix 11*).

The VAT Governance Code of Conduct Policy sets out very clearly the expectations on all members of Viking Governance (Appendix 12).

The Trust will carry out an annual Training Needs Audit and Analysis. All members, trustees and governors are encouraged to attend regular training/CPD.

The Trust subscribes to membership of the National Governance Association for news, updates and on-line training. Further training opportunities will be shared as appropriate.

3. Constitution and remit of the Trust Board

The Trust Board will have trustees made up as follows:

- A Chair of the Board of Trustees
- A Vice Chair of Trustees
- A Chair of Finance (FAR: Finance, Audit & Risk)
- The Chief Executive Officer: CEO (EHT)
- Trustees holding responsibilities as in the Scheme of Delegation

The CEO is also the Accounting Officer.

- Standard agenda items at all full Trust Board meetings will include: safeguarding, health and safety, standards and progress, quality of teaching and learning, behaviour and attendance, admissions, school reviews and any proposed restructures, monitoring, reports from sub-committees. LAB meeting reports will contain this information for individual schools and will be summarised for Trust Board meetings.
- Any Trustee may attend meetings of any of the Trust, Local Advisory Body (LABs) and committees.
- The legal minimum quorum for meetings is three voting trustees
- The Trust Clerk will clerk meetings of the Board and its Committees eg Finance Committee (FAR)
- Minutes shall be included as an agenda item for consideration at the next meeting of the full board where appropriate.
- All decisions made by Committees with delegated powers (eg Finance) must be reported to the next full meeting of the Board. If the minutes are not finalised a brief statement of the conclusions reached should be given.
- The chair of each sub-committee will be elected at the first meeting of the academic year. This appointment must be ratified by Committee members before taking up the post.
- The term of office for any member of VAT Governance is four years. This may continue for three consecutive terms.
- The Terms of Reference for each committee will be presented to the Board for approval at its first meeting in the new academic year and forms part of the Scheme of Delegation.
- Membership of the Board sub-committees must contain at least three Trustees.
- Additional sub-committees may be convened to deal with particular projects that arise (eg Upton Pool Committee).
- The Board of Trustees will have the following sub-committees:
 - Finance, Audit and Risk (FAR committee)
 - Personnel and Appraisal (PA committee)

4. Delegated powers of the Viking Academy Trust

- VAT has a strategic role in the running of the academies.
- The Trust may (subject to the Articles of Association) delegate to any committee (including LABs) and any trustee holding an executive office, such of their powers or functions as they consider desirable to be exercised by them.
- The Trust has approved a Scheme of Delegation (published on the [Trust website](#)).
- Any delegated decision must be reported to the next full trustee meeting, as and when appropriate.

5. Powers and responsibilities retained by the Trust Board

In exercising their strategic role, the Trust Board will retain exclusive responsibility for the following:

- Delivery of the Trust's charitable objects for the public benefit.
- Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DfE, including the Funding Agreement.
- The determination of the educational character and mission of the Trust.
- Ensuring the solvency of the Trust company and charity, safeguarding its assets and delivering its charitable outcomes.
- The appointment or dismissal of the CEO (EHT), CFO and COO. In the case of Head of School, representatives from the LAB will also be involved.
- Ensuring the continued charitable status of the company.
- Setting key strategic objectives and targets and reviewing performance against these.
- Reviewing the Trust Improvement Plan and School Improvement Plans.
- Determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the Local Advisory Body and committees and their annual review and revision.
- The approval of all statutory policies across the Trust as well as those additional policies that are common to all academies within the Trust.
- The approval of annual estimates of income and expenditure for the Trust at the beginning of the academic year.
- To approve the appointment/resignation of the auditors for the Trust on an annual basis.
- The approval of the Trust year end accounts.
- Entering into contracts on behalf of the Trust as set out in the Scheme of Delegation (published on the [Trust website](#)).
- To authorise expenditure or income in line with the Scheme of Delegation.
- To authorise the opening of a bank account.
- To approve the pay structure for the Trust.
- Trustees retain the right to intervene as appropriate in any academy at risk of underperformance.
- Any other duties that may arise.

The VAT Board of Trustees have two committees tasked to carry out duties on behalf of the board: **Finance, Audit and Risk and Personnel and Appraisal**

6. Finance, Audit and Risk Committee

6.1. Purpose

The Finance, Audit and Risk Committee has been established to ensure the financial stability of individual academies and the Academy Trust as a whole.

The Committee provides financial oversight for the organisation and is responsible for establishing sustainable staffing structures, budget setting, budget planning, financial reporting and the monitoring of internal controls and accountability policies.

The committee is responsible for recommending financial policies, goals, and budgets that support the mission, values, and strategic goals of the organisation. The committee also reviews the organisation's financial performance against its goals and proposes major transactions and programs to the board.

The committee is to advise Viking Multi Academy Trust on the adequacy and effectiveness of the Academies systems of internal control and its arrangements for risk management, control and governance processes and securing economic, efficiency and effectiveness (value for money).

See VAT Scheme of Delegation (published on the [Trust website](#)) for FAR Committee Terms of Reference.

6.2. Membership

Membership of the Committee will be agreed on an annual basis. The CEO (EHT) of the Academy Trust is an ex-officio Committee member.

Membership shall be made up of a minimum of five named trustees including ex-officio members and may also accept co-opted members:

- The chair and/or vice chair of the Board of Trustees
- Trustees (three) nominated by the Trust Board
- CEO (EHT)
- Co-opted members (with suitable skill set as displayed through Skills Audit)

6.3. Attendance at Finance, Audit and Risk Committee meetings

The committee may invite attendance at meetings from persons who are not trustees to assist or advise on a particular matter or range of issues.

The CFO will attend all FAR committee meetings as an adviser. The COO will attend when required to.

6.4. Quorum

The quorum is three trustees who are members of the committee.

6.5. Voting at committee meetings

Only members of the Committee may vote at committee meetings (this includes co-opted members). The chair will have a casting vote.

6.6. Appointment of chair

The chair of each sub-committee will be elected at the first meeting of the academic year. This appointment must be ratified by Committee members before taking up the post. No Trustee who is employed by the Trust will act as chair to the committee. In the absence of the Chair, the Committee will elect a temporary replacement from among the directors present at the meeting subject to the above.

6.7. Clerk

The clerk of the committee will be the clerk to the Trust Board. In the absence of the clerk the committee will appoint a replacement clerk for the meeting. The clerk will circulate an agenda and papers for each meeting at least a week before the committee meeting.

6.8. Recording and reporting the proceedings of committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. Written records will be available to Trustees in sufficient time for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations in line with the scheme of delegation.

The Chair of the Committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the Board of Trustees.

In order to allow for necessary time to prepare for meetings, the following timeline is in place for all members of governance to adhere to (unless deemed urgent or an emergency eg Ofsted)

- **14 days prior to meeting date:** Questions (Non-Urgent) from committee to be shared with Chair and Clerk 14 days prior to meeting. This allows for the questions to be incorporated in to agenda, or if not, then shared via appropriate channel
- **7 days prior to meeting date:** Agenda & previous minutes to be shared with committee via sharepoint
- **5 days following meeting date:** Draft minutes shared with Chair/EHT/HoS. Once approved and the draft copy signed by the Chair (via DocuSign), the minutes should be made available to the committee. The final copy of the minutes will be an agenda item for approval at the next meeting.

6.9. Frequency of meetings and programme of work

The Committee will meet at least six times across the academic year or as often as is necessary to fulfil its responsibilities with the Academies Financial Handbook. Meetings are scheduled in Term 6 and laid out in the [VAT Governance Annual Planner](#) and [on-line calendar](#) in Sharepoint.

Monthly Budget Monitoring ensures relevant information is provided in a timely fashion to assist financial monitoring.

The Chair of the Committee should meet with the Chair of the Trust and the CEO (EHT) in conjunction with the CFO to plan work in relation to the Trust Improvement Plan (TIP).

The external auditors and/or responsible officer may request a meeting of the Committee at any time.

6.10. Authority

The FAR committee is authorised to;

- obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board of Trustees
- investigate on behalf of the Board of Trustees anything that threatens or adversely affects the accomplishment of the charity's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments
- obtain, at the company's expense, outside legal or other professional advice on any matter within its Terms of Reference.

All Trust members and staff must co-operate with any request made by the Audit committee.

6.11. Review date

This committee's meeting arrangements and Terms of Reference will be reviewed annually by the Trust Board during Term 1 annual Board of Trustees meeting.

7. Personnel and Appraisal Committee Structure

7.1. Purpose

The Personnel and Appraisal Committee closely monitor performance of employees and consider any recommendation for annual salary awards linked to performance.

The Committee will deal with all matters concerning pay, discipline, capability, grievance or any other employee related issues.

See VAT Scheme of Delegation (published on the [Trust website](#)) for PA Committee Terms of Reference.

See Appendix 8 for VAT Governance HR focus.

7.2. Membership

Membership of the Committee will be agreed on an annual basis. The CEO (EHT) of the Academy Trust is an ex-officio member of the Committee.

Membership shall be made up of a minimum of four named trustees including ex-officio members:

- The chair and/or vice chair of the Board of Trustees
- Trustees (two) nominated by the Trust Board
- CEO (EHT)

7.3. Attendance at Personnel and Appraisal Committee Meetings

The Committee may invite attendance at meetings from persons who are not trustees to assist or advise on a particular matter or range of issues.

The COO, CFO and Heads of School may be invited to discuss Performance Appraisal and pay recommendations as an adviser or to share specific school data.

7.4. Quorum

The quorum is three trustees who are members of the committee.

7.5. Voting at committee meetings

Only members of the committee may vote at committee meetings.

The chair will have a casting vote.

7.6. Appointment of chair

The chair of each sub-committee will be elected at the first meeting of the academic year. This appointment must be ratified by Committee members before taking up the post. No trustee who is employed by the Trust will act as chair to the committee. In the absence of the chair, the committee will elect a temporary replacement from among the directors present at the meeting subject to the above.

7.7. Clerk

The clerk to the Trust Board will circulate an agenda and papers for each meeting at least a week before the committee meeting. The clerk will not attend the committee meetings as a matter of course but may be invited to attend at the request of the Chair. In the absence of the clerk, the committee will appoint a replacement clerk for the meeting.

7.8. Recording and reporting the proceedings of committee meetings

The 'nominated clerk' will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the Chair to the clerk to the Trust. The clerk will then circulate to the Board of Trustees, in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the

whole Board of Trustees and to seek ratification of decisions and recommendations in line with the scheme of delegation.

The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the Board of Trustees.

7.9. Frequency of meetings and programme of work

The committee will meet as required to fulfil its responsibilities, to include a meeting for the Trust Leadership Performance Appraisal.

The Chair of the Committee should meet with the Chair of the Trust and the CEO (EHT) in conjunction with the COO to plan work in relation to the Trust Improvement Plan (TIP).

7.10. Authority

The committee has delegated responsibility from the Board of Trustees to

- ensure robust performance appraisal objectives are set and reviewed for each of the Trust Leadership team.
- make pay recommendation for the Trust Leadership Team to the Board of Trustees.
- oversee the performance appraisal of all staff across the VAT; ensuring the process is rigorous and robust, open and transparent and consistently applied across VAT schools

7.11. Review date

This committee's meeting arrangements and Terms of Reference will be reviewed annually by the Trust Board during Term 1 annual Board of Trustees meeting.

8. Relationship between the Trust and the Local Advisory Bodies (LAB)

The Trust Board will delegate power to its sub-committees and LABs.

LABs will have delegated power to monitor the role of their academy and monitor and review:

- The management and organisation of the academy.
- The implementation of the decisions of the Board of Trustees and CEO (EHT).
- Performance in relation to targets approved by the Board.
- The execution of the School Improvement Plan
- The implementation of policies as stated in the policy schedule approved by the board.

Every meeting of the LAB will consider, as a minimum, the well-being of the children, health and safety, safeguarding, standards and progress, staffing or other issues, data analysis, curriculum, attendance and behaviour. The LAB will also be in receipt of any statutory updates. The structure of the meeting will be set out in the LAB Meeting Agenda.

Monthly Budget Monitoring meetings are held separately to ensure robust & rigorous financial management.

It is not proposed that the LAB will have any standing sub-committees. However, it may be necessary from time to time by agreement with the LAB Chair to establish a single purpose working party of the LAB in order to deal with an issue that cannot be dealt with adequately in one of its scheduled meetings, eg Lettings Review.

The 'normal' termly schedule of meetings across the Trust will be agreed centrally in order to ensure all relevant people can attend and reports are available.

The LAB will report to the Board its advice and recommendations. This will be through the completed LAB meeting Minutes.

9. Local Advisory Body Structure

Membership

Membership of the LAB will be agreed on an annual basis as per the Scheme of Delegation. Members of the LAB are 'Local Governors'.

The Head of School for an Academy is an ex-officio member of the LAB.

Attendance at LAB meetings

The LAB may invite attendance at meetings from persons who are not trustees/local governors to assist or advise on a particular matter or range of issues.

The Deputy Headteacher will attend LAB meetings recorded as 'In Attendance' unless voted on to the LAB as Staff Governor.

Quorum

The quorum is three 'governors' or one third of the members of the LAB, whichever is the greatest.

Voting at LAB meetings

Only members of the LAB may vote at its meetings. The chair will have a casting vote.

Appointment of chair

The chair of each LAB will be elected at the first meeting of the academic year. This appointment must be ratified by the Board of Trustees before taking up the post.

No trustee/advisor who is employed by the Trust will act as chair to the LAB. In the absence of the chair the LAB will elect a temporary replacement from among the trustees/advisors present at the meeting subject to the above.

Clerk

The Trust Clerk will clerk LAB meetings. If they are not in attendance, a 'clerk' will be nominated from the attendees of the LAB meeting by the Chair.

The Trust Clerk will circulate the LAB agenda and papers for each meeting one week before the LAB meeting. LAB minutes will be saved on the Trust's 'sharepoint'.

Recording and reporting the proceedings of LAB meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded.

The written record will be available to the Board of Trustees (via sharepoint) within seven working days, in preparation for the next meeting of the Board of Trustees. This is to inform the whole Board of Trustees and to seek ratification of decisions and recommendations.

The VAT Timeline is followed for LAB meetings as well as Trust/FAR: In order to allow for necessary time to prepare for meetings, the following timeline is in place for all members of governance to adhere to (unless deemed urgent or an emergency eg Ofsted)

- **14 days prior to meeting date:** Questions (Non-Urgent) from committee to be shared with Chair and Clerk 14 days prior to meeting. This allows for the questions to be incorporated in to agenda, or if not, then shared via appropriate channel
- **7 days prior to meeting date:** Agenda & previous minutes to be shared with committee via sharepoint
- **5 days following meeting date:** Draft minutes shared with Chair/EHT/HoS. Once approved and the draft copy signed by the Chair (via Docusign), the minutes should be made available to the committee. The final copy of the minutes will be an agenda item for approval at the next meeting.

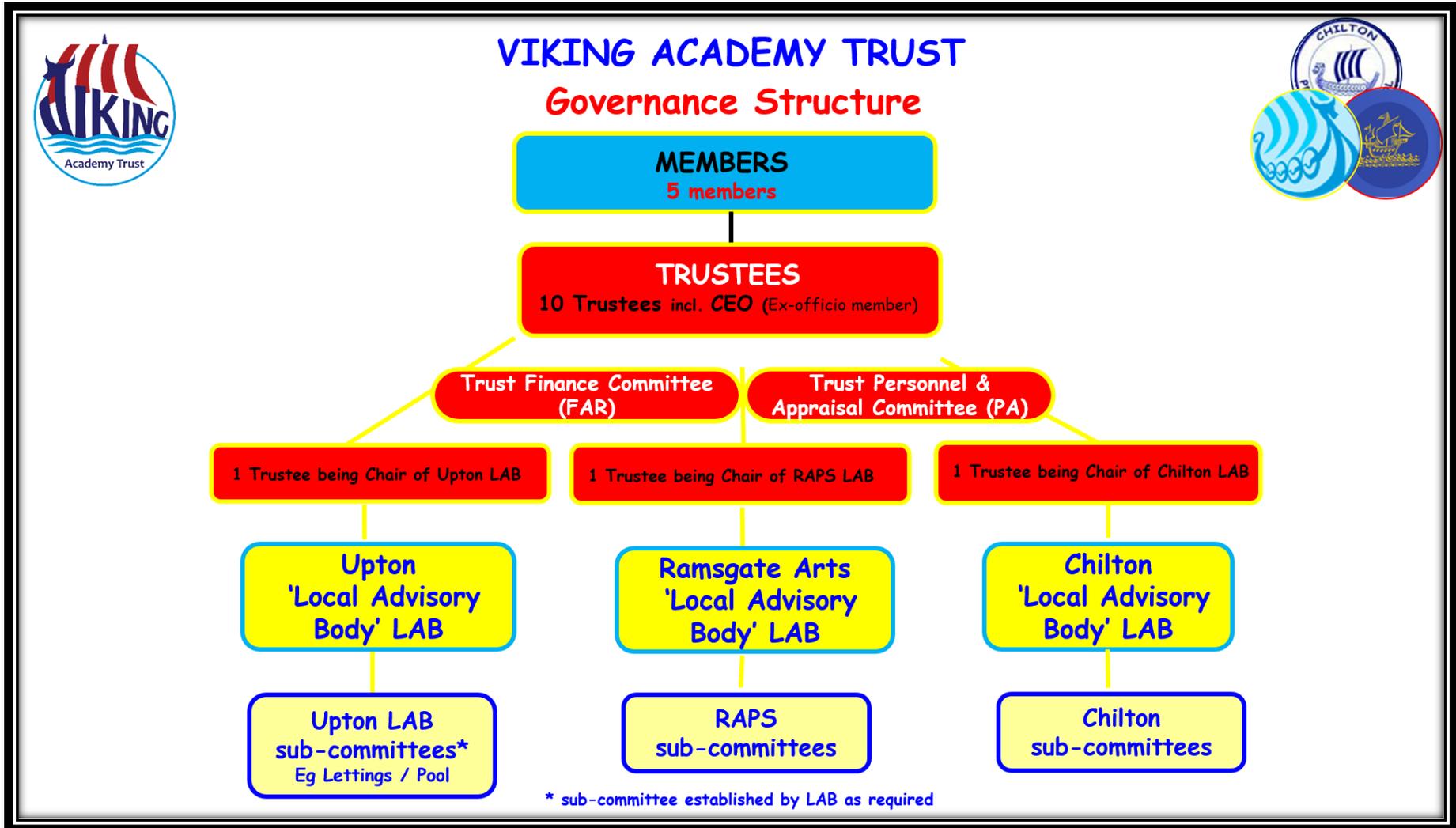
Frequency of meetings and programme of work

The LAB will meet as often as is necessary to fulfil its responsibilities and at least once each term (6x year).

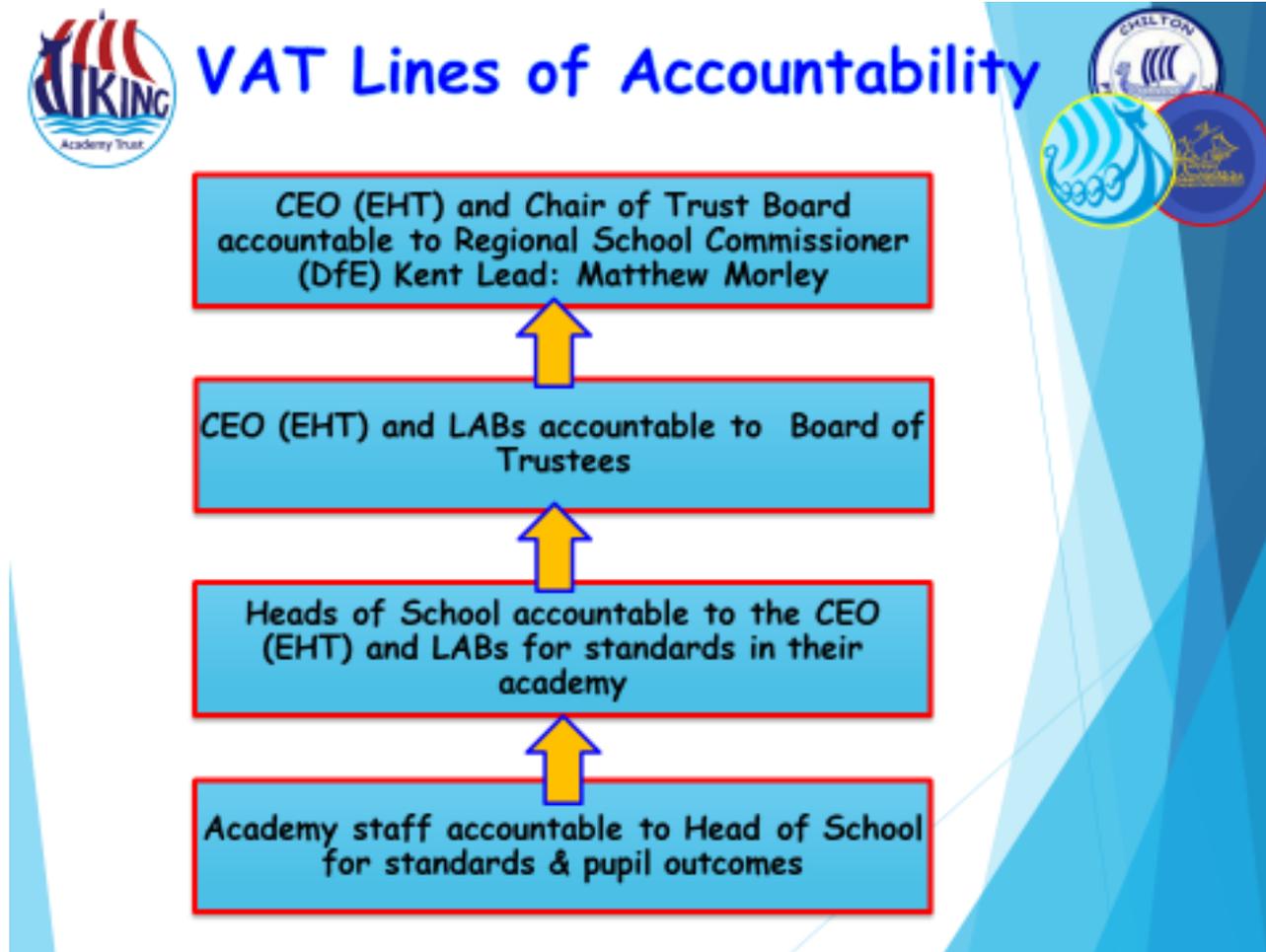
Review date

LAB meeting arrangements and Terms of Reference will be reviewed annually.

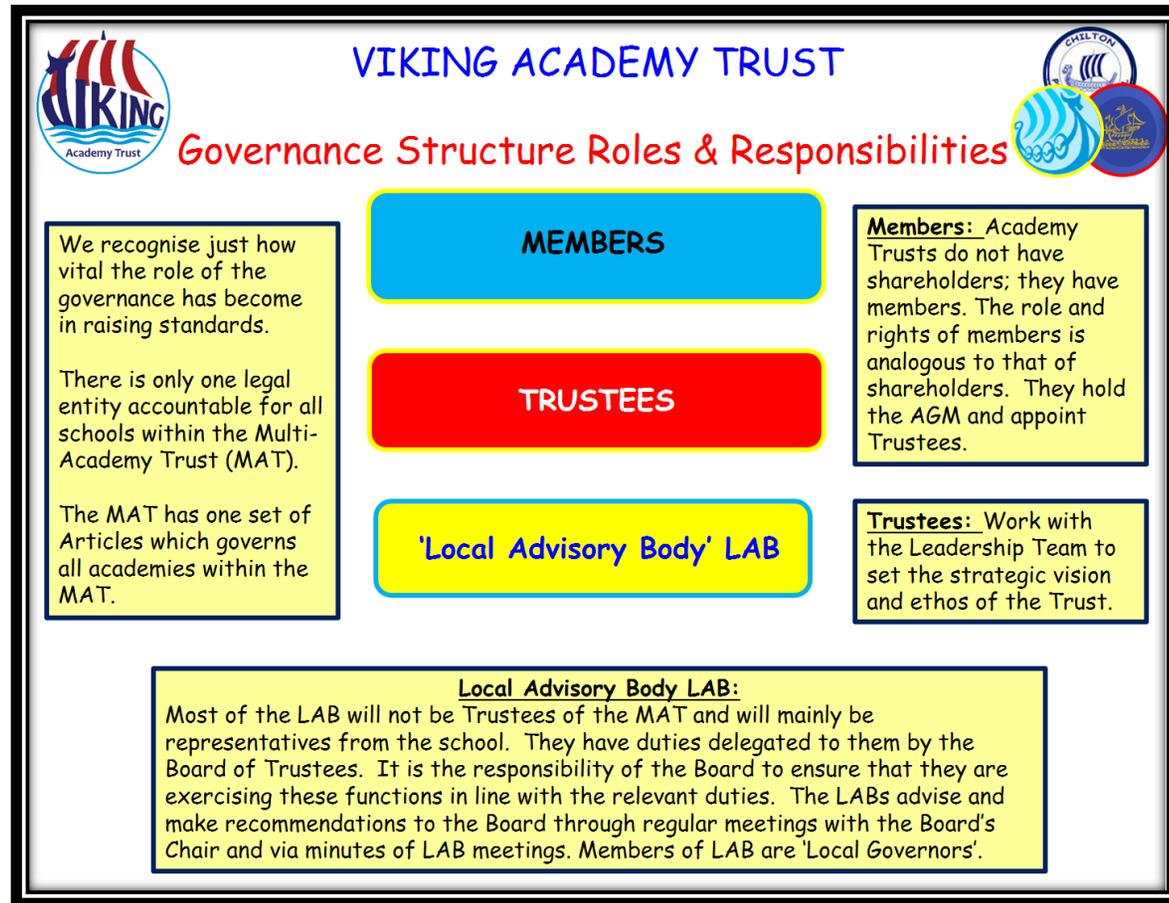
Appendix 1 - Governance structure



Appendix 2 - VAT Governance Lines of Accountability



Appendix 3 – VAT Governance Roles and Responsibilities



MEMBERS

- a) **Responsibility and remit** - Sign off the Articles of Association. Power to appoint and remove the Trustees. Secure the highest standards of accountability from Trustees for the provision of education for all pupils in the MAT.
- b) **Composition** - Five members
- c) **How appointed** - By agreement of the founding members.

TRUSTEES

- a) **Responsibility and remit - Trustees are responsible for:**
 - Delivering the charitable objects of the Trust
 - **Strategically** controlling the organisation and managing the charitable assets
- b) **Composition** - Maximum ten although co-opted members can be appointed to the board in line with identified business need on an as needs basis with agreement of members. No more than one third of trustees can be employees of the Trust.
- c) **Roles:**
 - Chair including vision and ethos, community
 - Vice chair
 - CEO (*ex-officio*) EHT
 - Leadership of achievement and standards including achievement of pupils in receipt of pupil premium
 - Leadership/design/cost of the curriculum (*delegated responsibility to LAB*)
 - Leadership of teaching and learning (*delegated responsibility to LAB*)
 - Leadership of safeguarding, pastoral care and personal development (*delegated responsibility to LAB*)
 - Leadership of the provision for pupils with SEN and those who are in the care of the local authority. (*delegated responsibility to LAB*)
 - Financial management/business, human resources and health and safety
 - Buildings and premises

d) **How appointed**

The CEO (EHT) is an *ex-officio* member of the Board of Trustees. Trustees will be recruited according to skills and expertise needed by the board.

e) Term of office

All Trustees appointed by the appointments panel will have terms of office for four years and may be re-appointed a maximum of three times. In exceptional circumstances, the members may allow this to be extended.

LOCAL ADVISORY BODY (LAB)

a) Responsibility and remit - The Trustees are responsible for the performance of each of the academies in the MAT. However, a range of responsibilities will be delegated to the LAB set out in the 'Scheme of Delegation'. This takes in to consideration the strength and capacity of the school. Delegation powers will be dependent on either their most recent Ofsted grade or internal review by the MAT.

Delegated powers

All schools within the MAT will be subject to annual review. Where a school/academy joins the MAT with grade four from Ofsted/MAT review, the governing body will be replaced by an interim executive board (IEB). The Trustees appointment panel will be responsible for determining the members of the IEB and some members may be from the original governing body of the school/academy where their skills will add to capacity.

Where a school/academy joins the MAT with grade three or grade two from Ofsted/MAT review, with some significant elements of weakness, then the LAB will have some delegated responsibilities and a clear remit to provide support and advice to the head of school/Headteacher. All governors of a school/academy joining the MAT will re-apply to be 'local governors' within 12 months of joining.

Where a school/academy joins the MAT and the most recent Ofsted/MAT review grade is two with no significant areas of weakness or grade one, then the LAB will hold significant delegated responsibilities; with the exception of finance, although they will be invited to work in partnership with the financial team and trustees in planning the academy budget.

b) Composition

The maximum size is 10, unless there are exceptional circumstances. Such circumstances would be where a school joins the MAT with an established and successful governing body (this will reduce to 10 over an appropriate period of time). Members of a LAB are 'Local Governors'.

Suggested Roles: These may be combined

- Chair including vision and ethos, community, head's appraisal
- Vice chair
- HR: personnel
- Health and safety
- Buildings and premises
- Teaching and learning
- Head of School: *ex-officio*
- Deputy Head of School: in attendance (unless voted as staff governor)
- Achievement (early years / KS1,2)
- Safeguarding
- Special educational needs
- School and community engagement
- Attendance and behaviour
- Parent governors
- Staff governors

C) How appointed

The Heads of School (HoS) are *ex-officio* members of the Local Advisory Body. 'Local Governors' will be recruited according to skills and expertise needed by the LAB. The LAB may appoint persons who are employed at the academy as staff governors to serve on the LAB, provided that the total number of such persons (including the HoS) does not exceed one third of the total number of persons on the LAB. The positions held by those employed at the academy (e.g. teaching and non-teaching) may be taken into account when considering appointments

D) Term of office

All 'local governors' will have terms of office for four years and may be re-appointed a maximum of three times. In exceptional circumstances, the members may allow this to be extended.

The Scheme of Delegation part 1 & part 2 details VAT Governance roles and remit in greater depth

Appendix 4 – VAT Governance Role: HR Focus

The Scheme of Delegation details information below in greater depth

HR LEVELS OF AUTHORITY

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. The CEO (EHT) may nominate an alternative representative if they are unavailable to make up a panel.

All Applications will be processed through HR.

APPOINTMENTS	
Appointment	Appointed by
Trustees	Members
CEO (Executive Headteacher)	Trust Board
Head of School	EHT & Trust Board + LAB
Directors of central functions e.g. Finance, HR (CFO/COO)	CEO (EHT) & Chair of Board of Trustees and one other as determined by the CEO.
SLT in Academies eg DHT / AHT	CEO (EHT), HoS, & LAB. Additional panel members to be appointed by CEO for grade 3 or 4 schools
TLR Posts and all other teaching posts	EHT, HoS Schools at grade 3 or 4 will be supported by a trustee if appropriate.
All Support Staff posts (other than SLT posts)	Determined by Head of School in consultation with EHT. Schools at grade 3 or 4 will be supported by a trustee if appropriate.

DISCIPLINARY CASES AND DISMISSALS

For all disciplinary cases and dismissals the following delegation model shall apply:

- Disciplinary
- Capability (professional competence)
- Ill Health Capability
- Redundancy. (The Board will have determined that there is a Redundancy situation having taken HR advice)
- Some other substantial situation

For all disciplinary cases and dismissals the following delegation model shall apply:

Case Against	Delegated Authority	Appeal
CEO (EHT)	Chair of Trust	3 Board members
Trustees	Chair of Trust	3 Board members
CFO/COO	EHT & Chair of Trust	3 Board members
Head of School	EHT	Chair of Trust, Chair of LAB, Board member
SLT Members	EHT	Chair of Trust, Chair of LAB, Board member
All other Academy posts	EHT	Chair of Trust, Chair of LAB, Board member
All Finance posts	CFO	CEO (EHT), Board members

GRIEVANCE

Case Against	Delegated Authority	Appeal
CEO (EHT)	Chair of Trust	Personal & Appraisal Committee
Trustees	Chair of Trust	Personal & Appraisal Committee
Head of School	EHT	Chair of Trust, Chair of LAB + Trust Board Member
CFO/COO	EHT	Chair of Trust, Chair of FAR + Trust Board Member
SLT Member and all other Academy posts	EHT	Board of Trustees incl. Chair of LAB
Finance posts	CFO	EHT, Board of Trustees

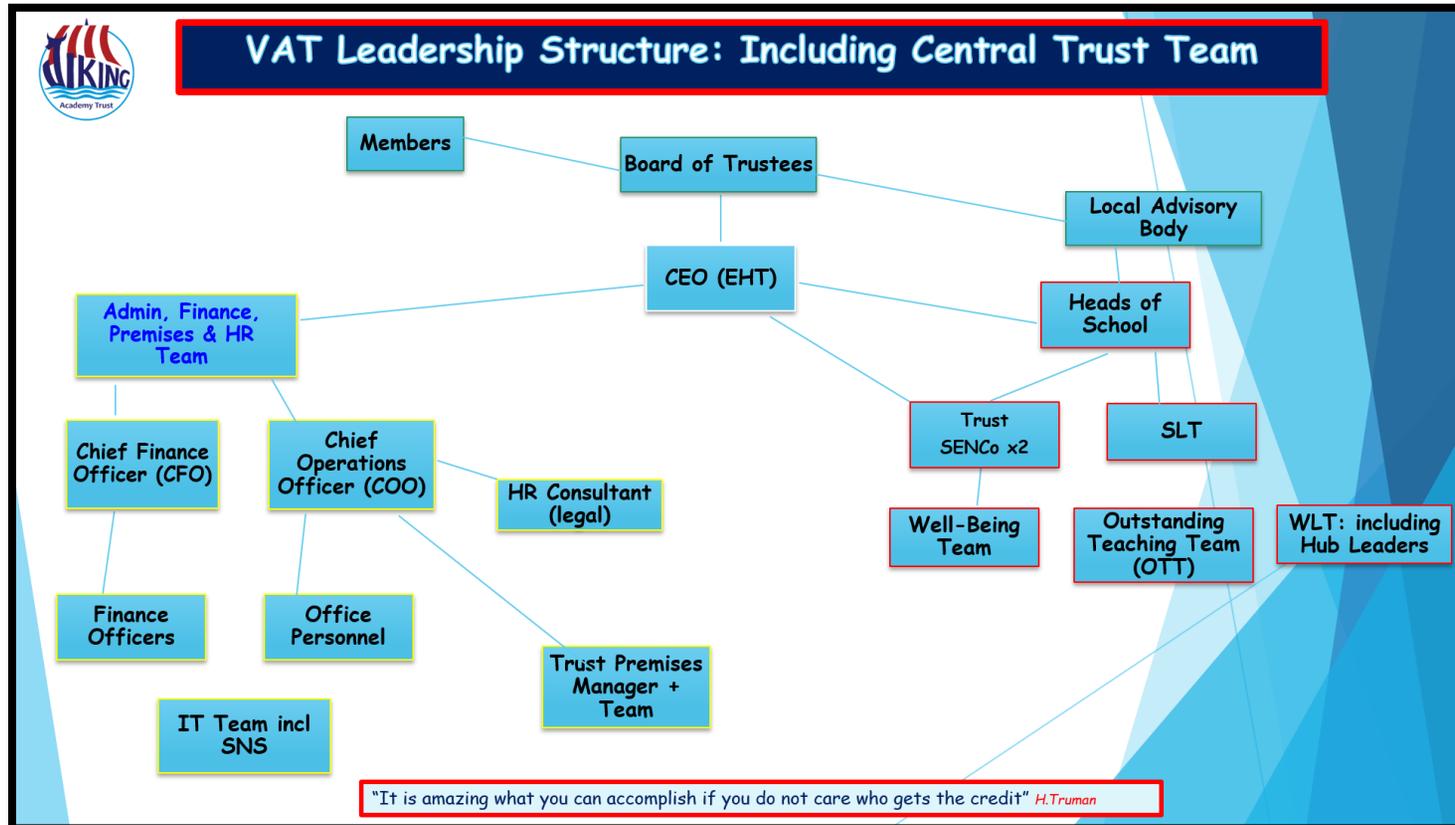
OTHER HR FUNCTIONS

Function	Delegated Authority
Compromise agreements up to and including £30,000	EHT
Compromise agreements in excess of £30,000	EHT plus Chair of Board to sign
Compromise agreements in excess of £50,000	As above plus ESFA/HM Treasury to approve
Performance Appraisal	Delegated Authority
CEO (EHT)	3 Trustees + external advisor
CFO/COO	EHT + 1 Trustee
Head of School	EHT, Chair of LAB + either Trustee or LAB representative
SLT (Leadership scale)	EHT, HoS, plus Chair of LAB
All other Academy posts	In accordance with the list of agreed Reviewers approved by the CEO (EHT)
Where the School (Academy) is level 3 or 4 the Trust will have delegated authority for all posts if appropriate.	
Staffing Structure	Delegated Authority
Staffing restructures	CEO (EHT) Chair of Trust, TBM, HoS, Chair of LAB
Re-grading/Re-designation/increase in hours <ul style="list-style-type: none"> • Salaries in excess of £55,000 • Trust salaries below £55,000 • Academy posts below £55,000 	<ul style="list-style-type: none"> • Trust Board on recommendation of CEO (EHT) • CEO (EHT) • CEO (EHT)
Creation of permanent new posts with salary above £55,000	Board of Trustees
Creation of permanent new posts with salary between £20,000 and £55,000	CEO (EHT)
Creation of permanent new posts with salary below £20,000	CEO (EHT)
Creation of temporary new posts of up to 1 year	CEO (EHT)
Revisions to Pay and Conditions	Board of Trustees on recommendation from CEO (EHT)
Decision to make Redundancies	Personal & Appraisal Committee on recommendation from CEO (EHT)
Authorisation of redundancy/early retirement payments	COO so long as redundancies were approved by Trust
Administration of employment contracts, pay & conditions of services (with the exception of previous delegated authorities)	COO

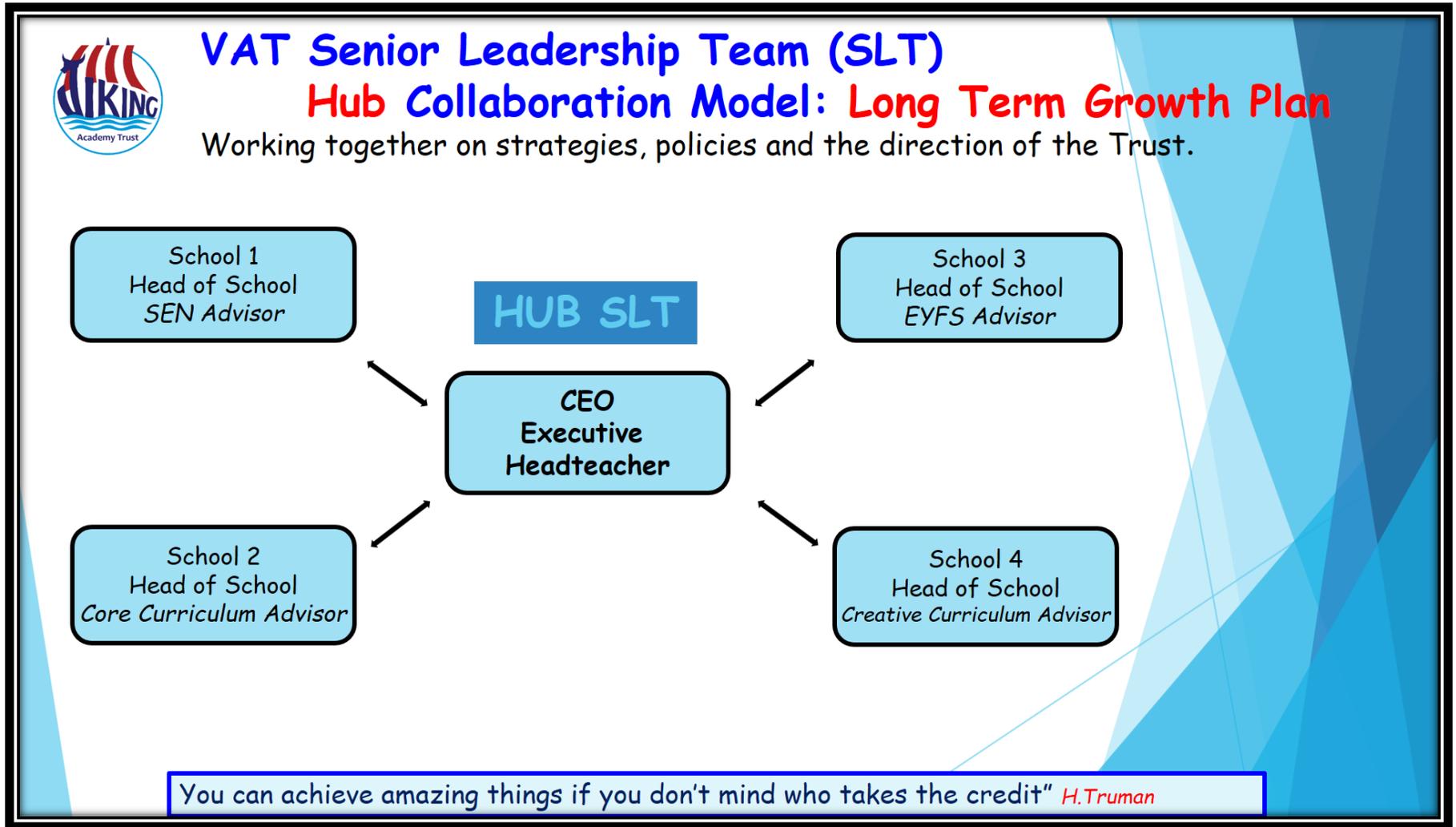
N.B - Any other delegated Authority not described above would need to be referred to the Trustees.

Appendix 5: Leadership Staffing Structure

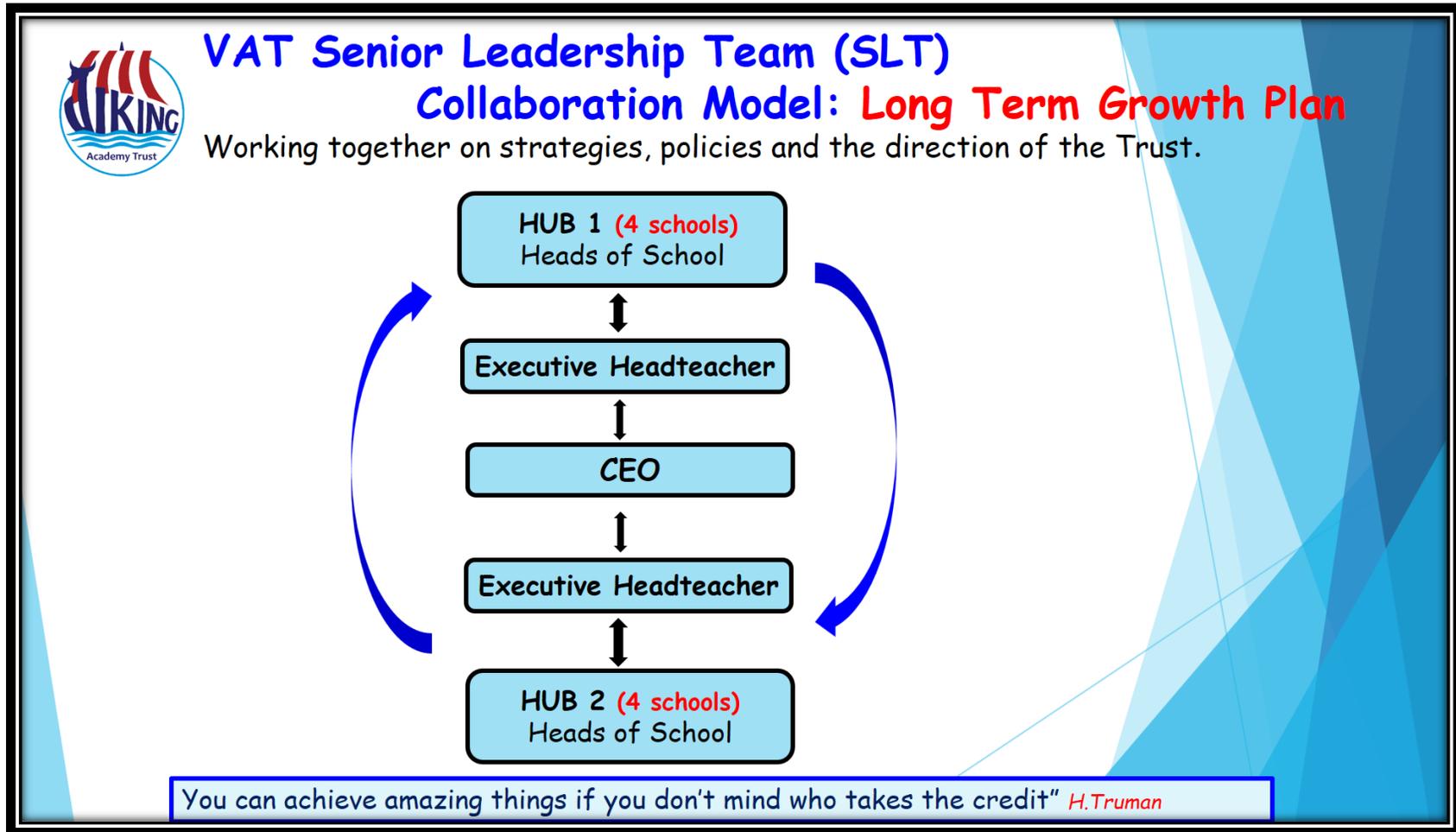
The current Leadership staffing structure has been created with collaborative working as the cornerstone to the Trust's success. Growth and leadership capacity within the Trust is under contact review. If an additional school were to join the Trust, having Leadership concerns; it would be the ideal to recruit the Head of School from within VAT.



Appendix 6: Long Term Growth Plan: Leadership Staffing Structure (Trust Senior Leadership)



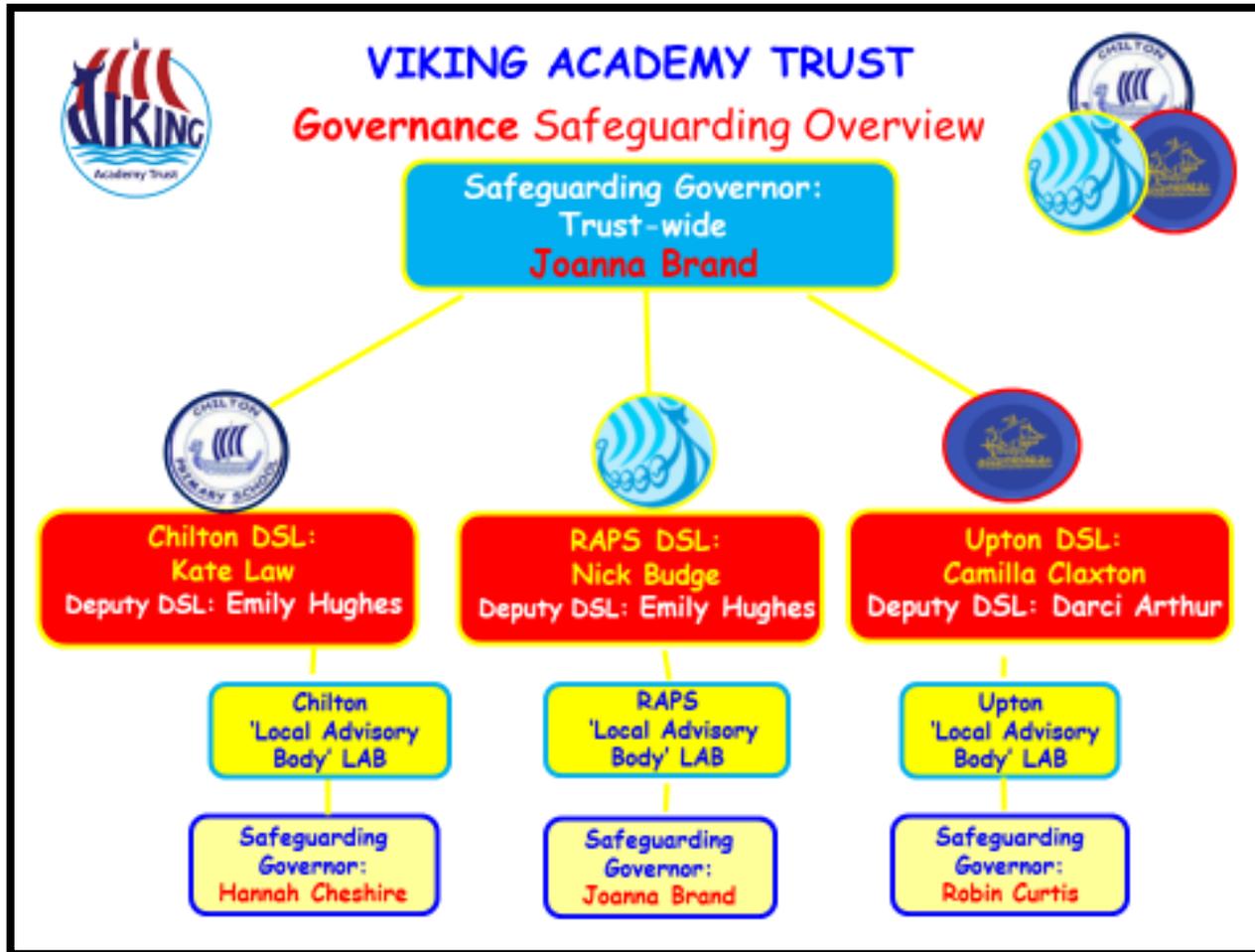
Appendix 7: Long Term Growth Plan: HUB Collaboration Model (Trust Senior Leadership)



Appendix 8: VAT Governance Membership and Board of Trustees Committees

[Trust Website](#)

Appendix 9: VAT Governance SAFEGUARDING Overview



Appendix 10: The Nolan Principles: The Seven principles of Standards in Public Life

The Committee on Standards in Public Life (Nolan Committee) set out seven principles of public life which it believes should apply to all in public service. These are the seven principles of conduct that underpin the work of public authorities.

The Board is asked to adopt these principles as the basis for working practices across the organisation. Subject to board approval it is intended that these principles be cascaded to staff asking them to recognise the importance of the principles and to uphold them at all times.

These principles comply with governance requirements contained within the DfE Governance best practice



The Nolan Principles

All holders of public office should adhere to the seven principles of public life, as defined by the Nolan Committee. The committee sets the principles out for the benefit of all who serve the public in any way, and as such these principles apply to NHS foundation trust governors.

Selflessness Integrity Objectivity Accountability

Openness Honesty Leadership

Further information on the Nolan Principles can be found on this website:
www.public-standards.org.uk

The infographic features a light blue background with a darker blue rounded rectangle containing the text and principle names. The seven principles are listed in two rows of blue boxes: Selflessness, Integrity, Objectivity, and Accountability in the top row; Openness, Honesty, and Leadership in the bottom row. A URL is provided at the bottom for further information.

Appendix 11: Framework for Ethical Leadership in Education

The [Framework for Ethical Leadership in Education](#) builds on the Nolan Principles to support Leaders in decision making. These statements have the support of the Trust Board, VAT staff and members of VAT governance are asked to recognise the importance of these principles and uphold them at all times.

FRAMEWORK FOR ETHICAL LEADERSHIP IN EDUCATION

1. **SELFLESSNESS** | School and college leaders should act solely in the interest of children and young people.
2. **INTEGRITY** | School and college leaders must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Before acting and taking decisions, they must declare and resolve openly any perceived conflict of interest and relationships.
3. **OBJECTIVITY** | School and college leaders must act and take decisions impartially and fairly, using the best evidence and without discrimination or bias. Leaders should be dispassionate, exercising judgement and analysis for the good of children and young people.
4. **ACCOUNTABILITY** | School and college leaders are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **OPENNESS** | School and college leaders should expect to act and take decisions in an open and transparent manner. Information should not be withheld from scrutiny unless there are clear and lawful reasons for so doing.
6. **HONESTY** | School and college leaders should be truthful.
7. **LEADERSHIP** | School and college leaders should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles, and be willing to challenge poor behaviour wherever it occurs. Leaders include both those who are paid to lead schools and colleges and those who volunteer to govern them.

Schools and colleges serve children and young people and help them grow into fulfilled and valued citizens. As role models for the young, how we behave as leaders is as important as what we do.

Leaders should show leadership through the following personal characteristics or virtues:

- a. **TRUST** | *leaders are trustworthy and reliable*
We hold trust on behalf of children and should be beyond reproach. We are honest about our motivations.
- b. **WISDOM** | *leaders use experience, knowledge and insight*
We demonstrate moderation and self-awareness. We act calmly and rationally. We serve our schools and colleges with propriety and good sense.
- c. **KINDNESS** | *leaders demonstrate respect, generosity of spirit, understanding and good temper*
We give difficult messages humanely where conflict is unavoidable.
- d. **JUSTICE** | *leaders are fair and work for the good of all children*
We seek to enable all young people to lead useful, happy and fulfilling lives.
- e. **SERVICE** | *leaders are conscientious and dutiful*
We demonstrate humility and self-control, supporting the structures, conventions and rules which safeguard quality. Our actions protect high-quality education.
- f. **COURAGE** | *leaders work courageously in the best interests of children and young people*
We protect their safety and their right to a broad, effective and creative education. We hold one another to account courageously.
- g. **OPTIMISM** | *leaders are positive and encouraging*
Despite difficulties and pressures, we are developing excellent education to change the world for the better.



Appendix 12: VAT Governance Code of Conduct