

Viking Academy Trust



Governance Handbook

Approved by the Trust:

Reviewed annually: Term 1

Last review date:

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Approved by Trust on:	
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Governance Structure 2016 -2017

1. Introduction

The Board of Trustees of the Viking Academy Trust (VAT) is required to approve a governance structure for the Trust on an annual basis.

The governance structure must be:

- compliant with DfE requirements, company and charity law
- scalable and so adaptable to growth or change within VAT
- reviewed annually by the trustees.

The proposed 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 'advisors' (Local Advisory Body school advisors - previously known as 'governors') must adhere to the 'Nolan Principles' of public life.

All members, trustees and advisors are encouraged to attend training regularly and review training needs annually. This training will be arranged by the Trust.

2. 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 - Appendices 1 & 2

The CEO is also the accounting officer.

- 2.1 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. The LAB meeting reports will contain this information for individual schools and will be summarised for the Trust Board meetings.
- 2.2 Any trustee may attend meetings of any of the Trust, Local Academy Bodies (LABs) and committees.
- 2.3 The legal minimum quorum for meetings is three voting trustees.
- 2.4 The appointed clerk will undertake the clerking of the Board and its committees eg Finance Committee (FAR)
- 2.5 The minutes shall be included as an agenda item for consideration at the next meeting of the full board where appropriate.
- 2.6 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.
- 2.7 The chair of each sub-committee will be elected at the first meeting of the academic year. This appointment must be ratified by the members before taking up the post.
- 2.8 The term of office for any member of VAT Governance is four years. This may continue for three consecutive terms. See appendices 1 & 2 for overview of SoD.
- 2.9 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. See appendices 1 & 2 for overview of SoD.
- 2.10 The membership of the sub-committees of the board must contain at least three trustees. See appendices 1 & 2 for overview of SoD.
- 2.11 Additional sub-committees may be convened to deal with particular projects that arise.
- 2.12 The Board of Trustees will have the following sub-committees:
 - Finance, Audit and Risk (FAR committee)
 - Personnel and Appraisal (PA committee)

3. Delegated powers of the Viking Academy Trust

- 3.1 VAT has a strategic role in the running of the academies.
- 3.2 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.
- 3.3 The Trust has approved a Scheme of Delegation in the appendices below (1&2).
- 3.4 Any delegated decision must be reported to the next full trustee meeting, as and when appropriate.

4. Powers and responsibilities retained by the Trust Board

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

- 4.1 Delivery of the Trust's charitable objects for the public benefit.
- 4.2 Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DfE, including the Funding Agreement.
- 4.3 The determination of the educational character and mission of the Trust.
- 4.4 Ensuring the solvency of the Trust company and charity, safeguarding its assets and delivering its charitable outcomes.
- 4.5 The appointment or dismissal of the following roles: CEO (EHT) and finance director (Trust BM). In the case of Head of School, representatives from the LAB will also be involved.
- 4.6 Ensuring the continued charitable status of the company.
- 4.7 Setting key strategic objectives and targets and reviewing performance against these.
- 4.8 Reviewing the Trust Improvement Plan and reviewing School Improvement Plans.
- 4.9 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.
- 4.10 The approval of all statutory policies across the Trust as well as those additional policies that are common to all academies within the Trust.
- 4.11 The approval of annual estimates of income and expenditure for the Trust at the beginning of the academic year.

- 4.12** To approve the appointment/resignation of the auditors for the Trust on an annual basis.
- 4.13** The approval of the Trust year end accounts.
- 4.14** Entering into all contracts on behalf of the Trust.
- 4.15** To authorise expenditure or income in line with the Scheme of Delegation in Appendices 1 & 2
- 4.16** To authorise the opening of a bank account.
- 4.17** To approve the pay structure for the Trust.
- 4.18** Trustees retain the right to intervene as appropriate in any academy at risk of underperformance.
- 4.19** Any other duties that may arise.

The VAT Board of Trustees have two committees tasked to carry out duties on behalf of the board:

- 1. Finance, Audit and Risk and**
- 2. Personnel and Appraisal**

See Appendices 1 & 14 for membership details

5. Finance, Audit and Risk Committee Structure

5.1 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 for FAR Committee Terms of Reference.

5.2 Membership

The 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.

The membership shall be made up of a minimum of five named trustees including ex-officio members:

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

5.3 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 Trust Business Manager and School Business Manager will attend all FAR committee meetings as an adviser.

5.4 Quorum

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

5.5 Voting at committee meetings

- Only members of the committee may vote at committee meetings.
- The chair will have a casting vote.

5.6 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 the 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.

5.7 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.

5.8 Recording and reporting the proceedings of committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee, to the clerk 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.

5.9 Frequency of meetings and programme of work

The committee will meet as often as is necessary to fulfil its responsibilities and at least six times across the academic year. Meetings are scheduled to meet the timescale laid out in the VAT Governance Annual Calendar.

For 2016-17, the FAR Committee meetings will take place on:

- **Termly: Week 3, Friday @ 7:30am. Venue: Chilton Primary**

The chair of the committee should meet with the chair of the trust and the CEO (EHT) in conjunction with the Trust Business Manager 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.

5.10 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 are directed to co-operate with any request made by the audit committee.

5.11 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.

6. Personnel and Appraisal Committee Structure

6.1 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 for PA Committee Terms of Reference. See Appendix 8 for VAT Governance HR focus.

6.2 Membership

The 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.

The 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)

6.3 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 Trust Business Manager and Heads of School may be invited to discuss Performance Appraisal and pay recommendations as an adviser or to share specific school data.

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.
- 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 the 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 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.

6.8 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.

6.9 Frequency of meetings and programme of work

The committee will meet as often as is necessary to fulfil its responsibilities and at least six times across the academic year. Meetings are scheduled to meet the timescale laid out in the VAT Governance Annual Calendar.

For 2016-17, the PA Committee meetings will take place on:

- **Biannual: Term 1 and Term 4**
- **Dates for 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 Trust Business Manager to plan work in relation to the Trust Improvement Plan (TIP).

6.10 Authority

The PA committee is authorised to:

- The committee has delegated responsibility from the Board of Trustees for ensuring 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

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. 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 at an operational day to day level and to 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, behaviour and finance. They will also be in receipt of any statutory updates. The structure of the meeting will be set out in the LAB Meeting Agenda. See Appendix 6.

Finance issues which require further detailed consideration will be referred by the LAB to the School / Trust Business Manager, who will consult with the relevant staff, in line with the scheme of delegation, to determine whether the matter is referred to the relevant Trust sub-committee.

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 Swimming Pool Building Project or 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 that all reports are available.

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

Local Advisory Body Structure

Membership

The membership of the LAB will be agreed on an annual basis as per the scheme of delegation.

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/advisors to assist or advise on a particular matter or range of issues.

Quorum

The quorum is three 'advisors' 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 clerk of the Trust will not attend LAB meetings unless requested to by the Chair of the LAB. The Clerk will prepare and circulate LAB Meeting Agenda.

If the clerk is not in attendance, a 'clerk' will be nominated from the attendees of the LAB meeting by the Chair.

The completed LAB minutes will be sent to the Trust Clerk in order for actions / recommendations to be shared with Board of Trustees. Documentation will be saved on Trust's 'share drive'.

The Trust's Clerk will circulate the LAB agenda and papers for each meeting at least a week before the LAB meeting having communicated with LAB Chair.

Recording and reporting the proceedings of LAB meetings

The nominated 'clerk' will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded on the LAB meeting agenda/minutes template. See appendix 5.

The written record will be forwarded by the Chair of the LAB to the clerk to the Board of Trustees within seven working days 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.

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).

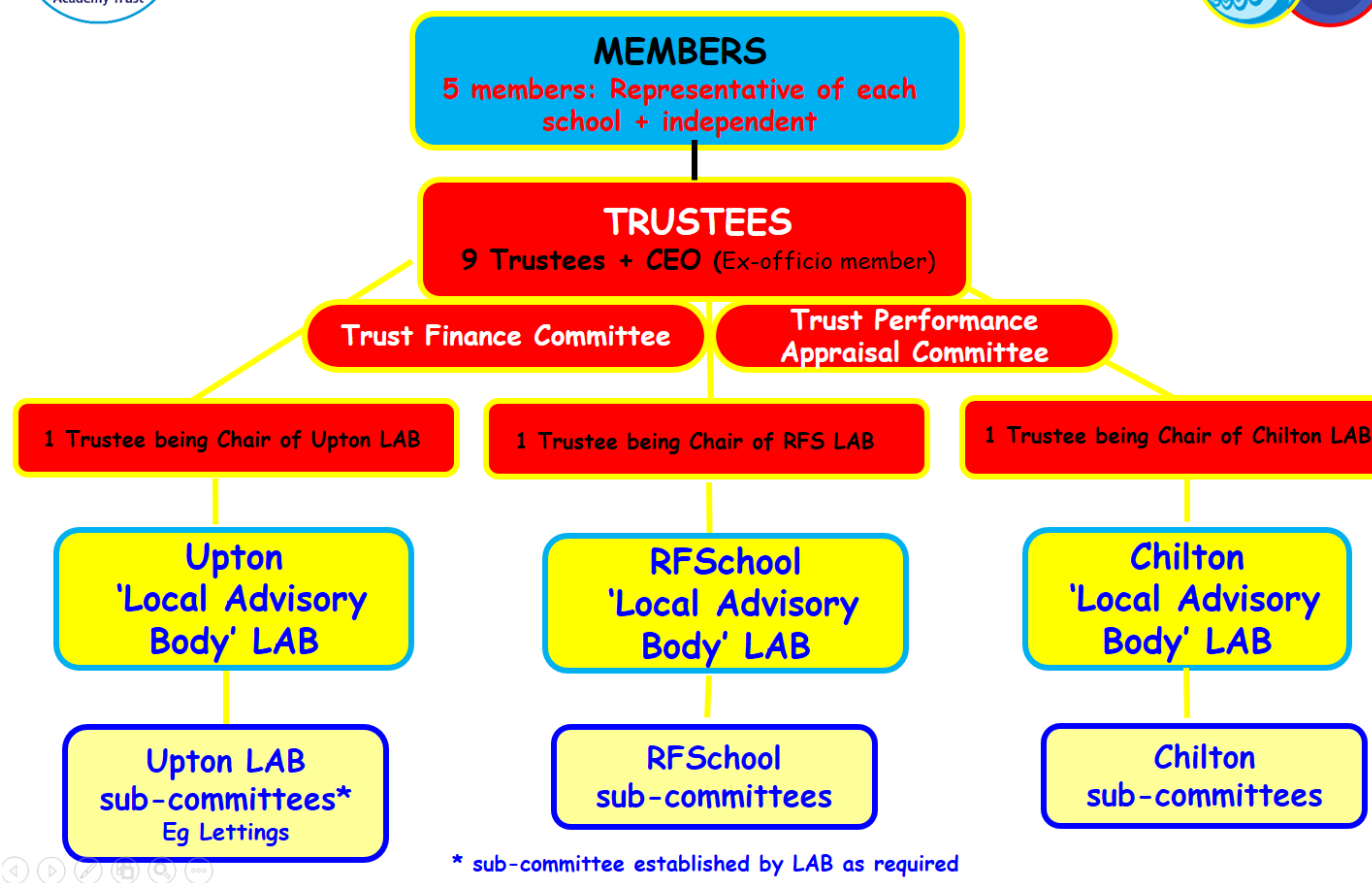
Review date

The LAB meeting arrangements and terms of reference will be reviewed annually.

Appendix 1 - Governance structure



VIKING ACADEMY TRUST Governance Structure 2016-17



Appendix 2 - SCHEME OF DELEGATION Part 1 (see attached)

Appendix 3 - SCHEME OF DELEGATION Part 2 (see attached)

Appendix 4 - VAT Governance Lines of Accountability



VAT Lines of Accountability



CEO (EHT) and Chair of Board accountable to
RSC and Members



CEO (EHT) and Advisory Bodies accountable to
Board of Trustees



Heads of School accountable to the CEO
(EHT) and Advisory Bodies for standards in
their academy



Academy staff accountable to Head of School
for standards & pupil outcomes

Appendix 5 – Local Advisory Body Agenda / Minutes Template

A Meeting of the Local Advisory Body: Upton Junior School	Date & Time: 05/09/16 @ 5pm
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LAB Members:	Chair: Mr R Curtis Vice Chair: Mr A Emby Miss L Burke Mr J Cleverdon Mrs J Day Mr I Hutchison Mrs A Mullin Mr P Votta Mr M Webb Mr M White	Community / Co-opted Community / Co-opted Staff Parent Community / Co-opted Parent Staff Community / Co-opted Community / Co-opted Community / Co-opted	robin.curtis49@btinternet.com asemby@googlemail.com 8862523.Office@upton.kent.sch.uk jon@cleverdons.co.uk jeckersley181@aol.com ichutchison@btopenworld.com Angela.Mullin@upton.kent.sch.uk mitchell1242@btinternet.com webb_m7@sky.com mickey.white@yahoo.co.uk
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Welcome: Receive Chair's welcome and opening remarks
1. Apologies for absence - members to consider if apologies offered are acceptable
2. Declaration of Business Interest - members to have the opportunity to declare any business interest against any agenda item
3. Member's Business Interest Register - members to update, complete and sign the register for 2016/17

1. Minutes of the	1.3 Ensuring the Academy implements and monitors the policies approved by the
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previous LAB meeting to be approved by LAB and signed by the Chair	Trustees with particular reference to statutory policies 1.5 Promoting and upholding the ethos of the Trust			
	Review of progress from minutes	Actions still required	Who by?	Target Date:
2. Academy Development Plan	2.1 Ensuring the Academy Development Plan identifies and addresses the achievement priorities through the analysis of publicly available and Academy generated data 2.2 Monitoring and Evaluating the Academy Development Plan 2.3 Preparing a report for each Board meeting at termly intervals in conjunction with the Head on progress made against the Academy Development Plan and targets set			
	Does the plan comply with 2.1	Following the previous monitoring, what actions required?	Who by?	Target Date:
	Focus of monitoring:		Who by?	Target Date:
	Focus of monitoring:		Who by?	Target Date:
	Focus of monitoring:		Who by?	Target Date:
3. Safeguarding Risk, Health & Safety and Asset Management	3.1 Ensuring asset management systems are adhered to within the Academy 3.2 Ensuring local arrangements for the effective supervision of building and minor works 3.3 Implementing the Trust Health & Safety policy ensuring full compliance with regulations and report this to the Board of Trustees on a termly basis using the required template 3.4 Reviewing annually the risk relating to the Academy and supporting the Head in the mitigation of risk			

Appendix 5 – Local Advisory Body Agenda / Minutes Template con't

	3.5 Regularly monitor and ensure all safeguarding procedures and processes are in place			
	Actions taken to ensure compliance with 3.1-3.5	Actions required:	Who by?	Target Date:
4. Finance	4.1 Monitoring the annual budget for the Academy, prepared by the Board of Trustees, for value for money in relation to the Academy Development Plan 4.2 Receiving an update each term against the Academy's budget 4.3 Ensuring that any variances are reported to the Board of Trustees for approval			
	Does the Academy Development Plan require changes to funding?	Are there any significant deviances to the budget?	Actions required:	
5. Staffing	6.1 Supporting the recruitment of staff, if requested by the Board of Trustees 6.2 If requested by the Trustees, contribute to panels, for example, appraisal, pay, disciplinary, complaints, capability, exclusions, appeals and admissions			
	Action required:	Who by?	Target date:	
6. Admissions	7.1 Ensuring arrangements are in place for the implementation and monitoring of the Admissions policy for the particular Academy 7.2 Positive promote pupil admissions to the Academy with parents			
	Action required:	Who by?	Target date:	
7. Behaviour	8.1 Monitoring the Academy's pupils' behaviour and discipline as presented in the Trust's Behaviour policy / Ofsted framework			
	Focus of monitoring:	Who by?	Target date:	
8. Complaints	9.1 Monitoring the management of complaints as prescribed by the Trust's Complaints Procedure			
	Action required:	Who by?	Target date:	
9. Community and Parents	10.1 Positively representing the Academy in the community 10.2 Contributing to the development of the Academy prospectus if requested 10.3 Supporting the Head in monitoring the viability of extended school provision 10.4 Ensuring that extended schools provision is included in all Academy statutory checks eg H&S, Risk Assessments & DBS			

	10.5 Monitoring the outcomes of any parent / community questionnaires / audits		
	Action required:	Who by?	Target date:
10. Ethos and Mission	12.1 Contributing to any consultation carried out by the Trustees in respect of the Academy's mission, ethos and policies		
	Action required:	Who by?	Target date:

Additional notes to minutes:

Recommendations to the Board of Trustees:

AOB:

Confidentiality (These items will need to be removed from this form and recorded on a separate sheet):

Date of next meeting:

N.B On completion of the LAB meeting, the minutes are to be sent to Clerk of the Trust. Clerk will save to 'share point'.

Clerk will prepare LAB agenda template in advance of meeting and share with Chair of LAB. Timescale on preparation and return of documentation is always one week.

Appendix 6 – VAT Governance Annual Timetable



VAT GOVERNANCE TIMETABLE

Governance	Term 1							
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Members								
Board of Trustees				Trustees Meeting				
Trust Finance Team			Trust Finance Meeting					
Local Advisory Body LAB*		LAB meeting to take place in each Academy					LAB PC Pupil/Parent Conferencing	

**Pattern of date for LAB meeting to be followed in each Academy to ensure reports and recommendations are shared with Board of Trustees prior to Trustees Meeting*

Governance	Term 2							
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Members								
Board of Trustees				Trustees Meeting				
Trust Finance			Trust Finance					

Dates are completed by Clerk in liaison with EHT / Chairs of Committees

Appendix 7 – VAT Governance Roles and Responsibilities



VIKING ACADEMY TRUST Governance Structure 2016-17



We recognise just how vital the role of the governance has become in raising standards.

There is only one legal entity accountable for all schools within the Multi-Academy Trust (MAT).

The MAT has one set of Articles which governs all academies within the MAT.

MEMBERS

TRUSTEES

'Local Advisory Body' LAB

Members: Academy Trusts do not have shareholders; they have members. The role and rights of members is analogous to that of shareholders. They hold the AGM and appoint Trustees.

Trustees: Work with the Leadership Team to set the strategic vision and ethos of the Trust.

Local Advisory Body LAB:

Most of the LAB will not be Trustees of the MAT and will mainly be representatives from the school. They have duties delegated to them by the Board of Trustees. It is the responsibility of the Board to ensure that they are exercising these functions in line with the relevant duties. The LABs advise and make recommendations to the Board through regular meetings with the Board's Chair and via minutes of LAB meetings.

Appendix 7 – VAT Governance Roles and Responsibilities con't

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
 - Leadership of teaching and learning
 - Leadership of safeguarding, pastoral care and personal development
 - Leadership of the provision for pupils with SEN and those who are in the care of the local authority.
 - 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 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 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).

Suggested Roles: These maybe combined

- Chair including vision and ethos, community, head's appraisal
- Vice chair
- HR: personnel
- Safeguarding / health and safety
- Buildings and premises
- Teaching and learning
- Head of School: ex-officio
- Achievement (early years / KS1,2)
- Safeguarding
- Special educational needs
- School and community engagement
- Attendance and behaviour
- Parent governors
- Staff governors (one teaching and one non-teaching) in schools with more than 150 students. If the number of students is less than 150 then schools may appoint one staff governor.

C) How appointed - The Head of School (HoS) is an ex-officio member of the Local Advisory Body. Advisors 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 'advisors' 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 the roles and remit of VAT Governance in greater depth

Appendix 8 – VAT Governance Role: HR Focus

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 the HR function of the Trust.

APPOINTMENTS	
Appointment	Appointed by
Trustees	Members
Executive Headteacher	Trust Board
Head of School	EHT & Trust Board + LAB
Directors of central functions e.g. Finance, HR	CEO (EHT) & Chair of Board of Trustees and one other as determined by the CEO.
SLT in Academies eg DHT / AHT	CEO (EHT), HoS, representative from Board of Trustees & 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 as 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 as 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)
- 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
Trust Business Manager (TBM)	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	TBM	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

Trust Business Manager	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
SBM + other Finance posts	TBM	EHT, Board of Trustees
OTHER HR FUNCTIONS		
Function	Delegated Authority	
Compromise agreements up to and including £10,000	EHT	
Compromise agreements in excess of £10,000	EHT plus Chair of Board to sign	
Compromise agreements in excess of £50,000	As above plus EFA/HM Treasury to approve	
Performance Appraisal	Delegated Authority	
CEO (EHT)	3 Trustees + external advisor	
Trust Business Manager (TBM)	EHT + 2 Trustees	
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	TBM / SBM so long as redundancies were approved by Trust
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	TBM or SBM

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

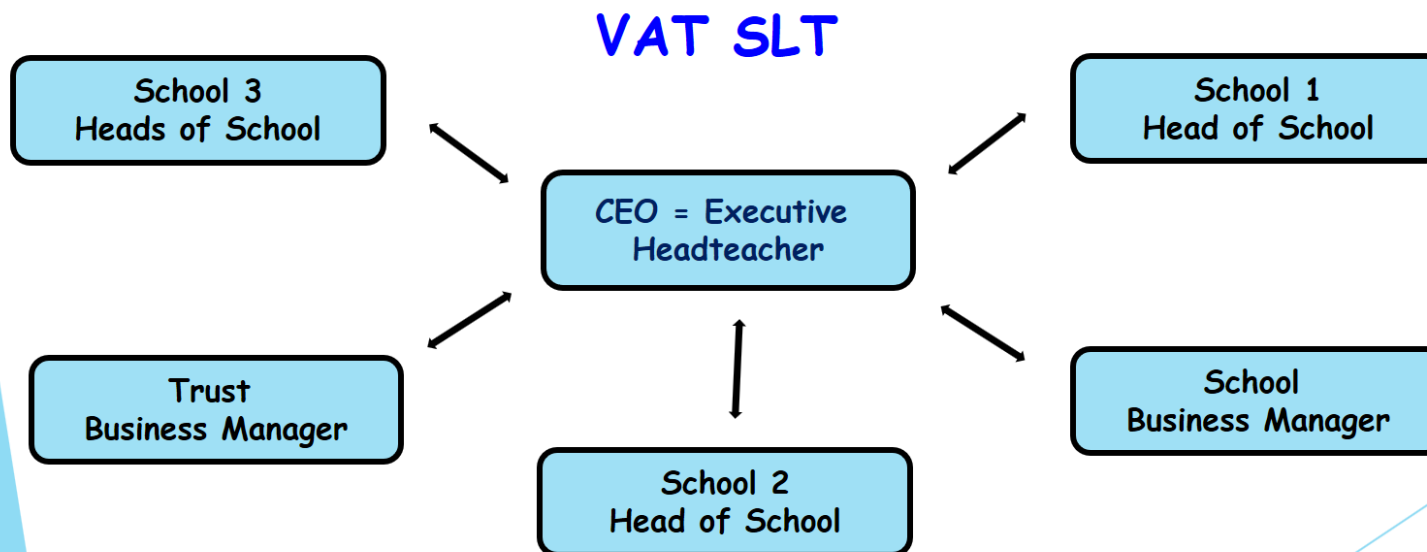
Appendix 9: Leadership Staffing Structure (current model)

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.



VAT Senior Leadership Team (SLT) Collaboration Model **Current Model**

Working together on raising standards, strategies, policies and the development of the Trust.

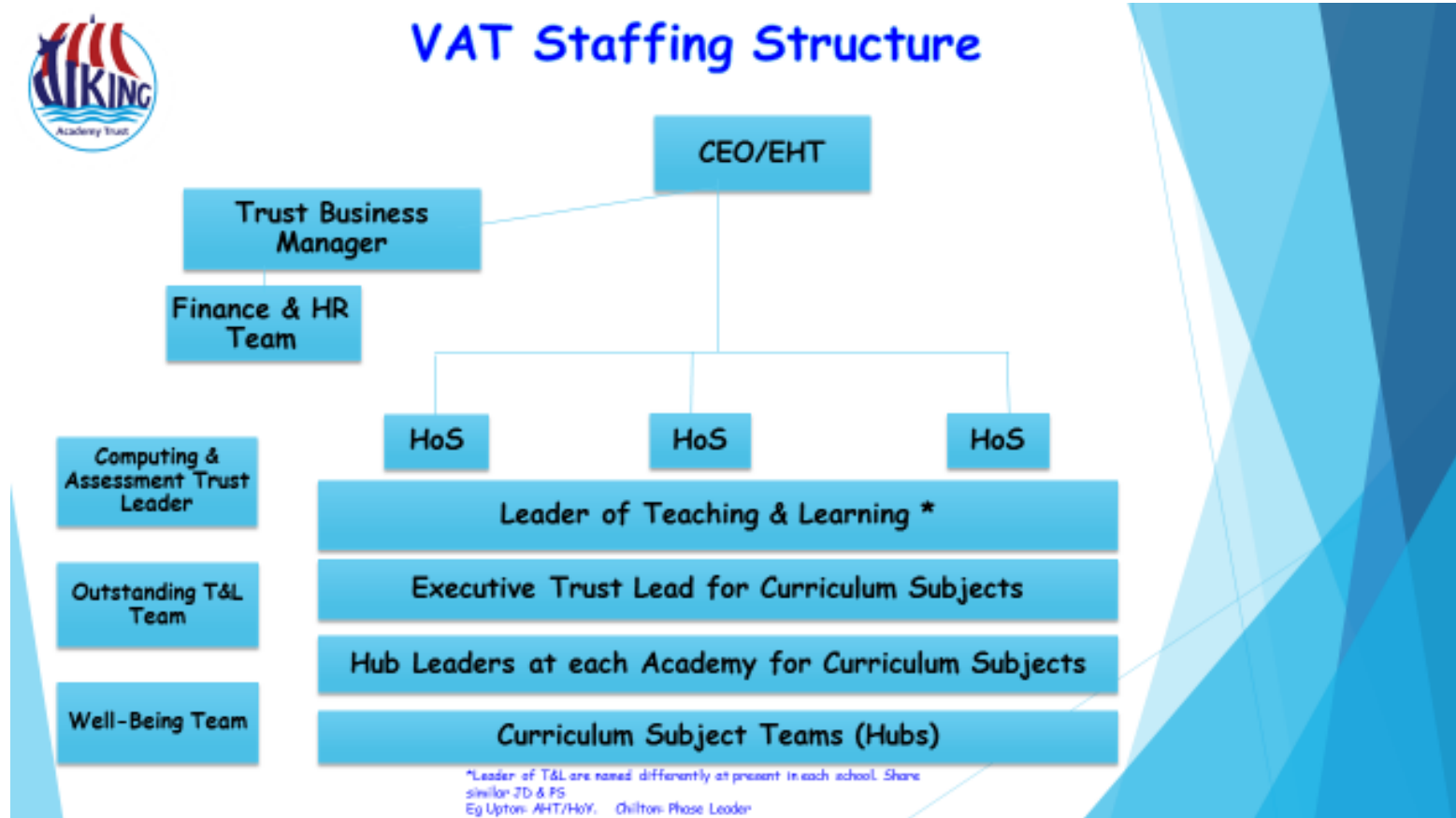


VAT SLT will meet fortnightly (non negotiable meeting) to discuss priorities of the Trust: Key Indictors Summary

Appendix 10: Long Term Leadership Staffing Structure (Middle Leadership Development)

The long term staffing structure has been created with collaborative working as the cornerstone to the Trust's future success. It is the intention to review current staffing structures across the Trust in order to work towards this model.

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.



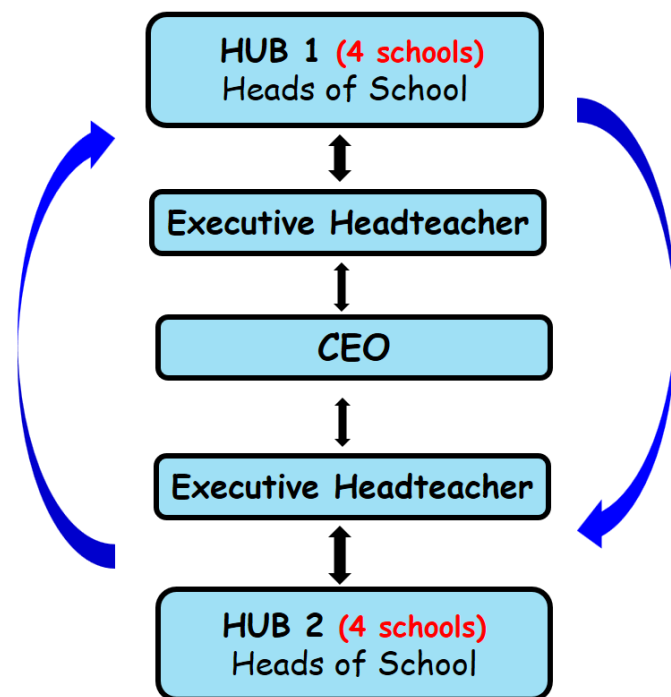
Appendix 11: Long Term Growth Plan: Leadership Staffing Structure (Trust Senior Leadership)



VAT Senior Leadership Team (SLT)

Collaboration Model: Long Term Growth Plan

Working together on strategies, policies and the direction of the Trust.



You can achieve amazing things if you don't mind who takes the credit" *H.Truman*

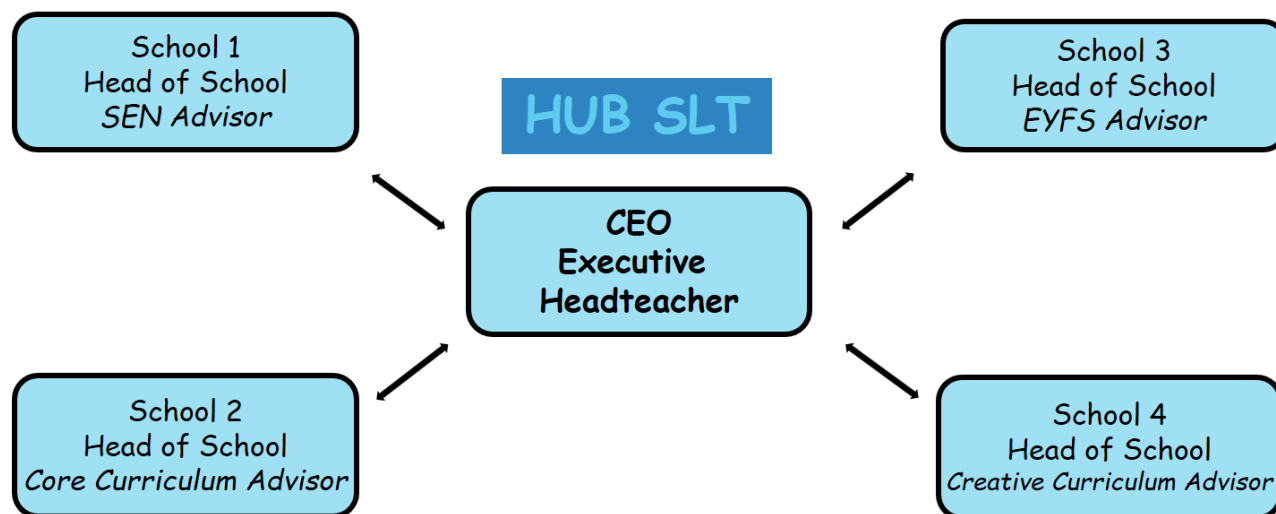
Appendix 12: Long Term Growth Plan: HUB Collaboration Model (Trust Senior Leadership)



VAT Senior Leadership Team (SLT)

Hub Collaboration Model: Long Term Growth Plan

Working together on strategies, policies and the direction of the Trust.



You can achieve amazing things if you don't mind who takes the credit" *H.Truman*

Appendix 13: VAT Governance Membership

		Surname	Governance role
Mrs	Michaela	Lewis	Executive Head Teacher
Mrs	Cheryl	Southern	Clerk
Mr	Alan	Emby	Member
Mr	Richard	Farr	Member
Mr	Phillip	Graham	Member
Mr	Bob	Macfarlane	Member
Mr	Nick	Rowland-Hill	Member
Mr	Mark	Butler	Trustee
Mr	Jon	Cleverdon	Trustee
Mr	Robin	Curtis	Trustee
Mr	Bob	Macfarlane	Trustee
Mr	Neil	Roby	Trustee
Mr	Nick	Rowland-Hill	Trustee
Miss	Liz	Somers-James	Trustee
Mr	Phil	Votta	Trustee
Mrs	Kate	Law	HoS
Mr	Neil	Roby	LAB

Mr	Mark	Butler	LAB
Mr	Dan	Lewis	LAB
Mrs	Louise	Mathema	LAB
Mrs	Angie	O'Grady	LAB
Mr	Nicholas	Budge	HoS
Miss	Liz	Somers-James	LAB
Mr	Roy	Coleman	LAB
Miss	Michelle	Richards	LAB
Mrs	Portia	Sharpin	LAB
Mr	Nathan	Weavill	LAB
Miss	Darci	Arthur	HoS
Mr	Dave	Walker	HoS
Mr	Robin	Curtis	LAB
Mr	Alan	Emby	LAB
Miss	Lisa	Burke	LAB
Mr	Jon	Cleverdon	LAB
Mrs	Jane	Day	LAB
Mr	Ian	Hutchinson	LAB
Mrs	A	Mullin	LAB
	Chris	Turner	LAB
Mr	Phil	Votta	LAB
Mr	Mark	Webb	LAB
Mr	Michael	White	LAB

Appendix 14: VAT Governance Membership: Board of Trustees Committees

Finance, Audit & Risk Committee (FAR)

		Surname	Governance role	
Mr	Nick	Rowland-Hill	Member, Trustee	Chair
Mrs	Michaela	Lewis	Executive Head Teacher	
Mr	Jon	Cleverdon	Trustee	
Mr	Robin	Curtis	Trustee	
Mr	Bob	Macfarlane	Member, Trustee	
Mr	Neil	Roby	Trustee	
Miss	Liz	Somers-James	Trustee	

Mrs	Vicky	Sutherland	Trust Business Manager	Also in attendance
Miss	Lisa		School Business Manager	Also in attendance

Personnel and Appraisal Committee

		Surname	Governance role	
Mr	Robin	Curtis	Trustee, LAB	
Miss	Liz	Somers-James	Trustee, LAB	
To recruit			Trustee, LAB	
Mr	Richard	Epps	External	

Appendix 15: The Nolan Principles: The Seven principles of Standards in Public Life

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

Figure 4 The Nolan Principles

Appendix 15: The Nolan Principles: The Seven principles of Standards in Public Life con't

1. INTRODUCTION

The Committee on Standards in Public Life (Nolan Committee) has set out seven principles of public life which it believes should apply to all in public service. The following 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.

2. GOVERNANCE REQUIREMENTS

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

3. SEVEN NOLAN PRINCIPLES

The following are the Seven Nolan Principles:

3.1 Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

3.2 Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3.3 Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

3.4 Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

3.5 Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

3.6 Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

3.7 Leadership: Holders of public office should promote and support these principles by leadership and example.

4. CONCLUSION These statements have the support of the Trust Board and VAT staff and members of VAT governance are asked to recognise the importance of these principles and uphold them at all times.