

Hamstead Hall Academy Trust Governance Handbook





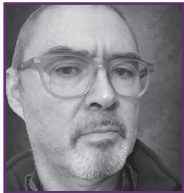
educate support inspire

Table of Contents

WELCOME	05-06
OUR STORY	07-08
MISSION ,VISION & VALUES	09-10
STRATEGIC OBJECTIVES	11-12
GOVERNANCE STRUCTURE	15-16
SCHEME OF DELEGATION	17-18
RESPONSIBILITIES	19-20
TERMS OF REFERENCE	21-22

COMPANY INFORMATION

Company Name:	Hamstead Hall Academy Trust
Company number:	08528845 [Registered in England and Wales]
Registered Office:	Hamstead Hall Academy Craythorne Avenue, Handsworth Wood Birmingham, B20 1HL
Telephone no:	0121 386 7510
Email address:	Postbox@hamsteadhall.com



Rob Smith

FROM THE TRUST BOARD CHAIR

Thank you for volunteering to take on this vital role that makes a difference to the lives of the children, students, and our local community. Governing is not a role to be undertaken lightly. Our duty as trustees and governors is, above all, to drive relentless ambition for the children and students regardless of their circumstances.

Academies are state-funded independent schools in England. The responsibility for the schools is vested in an academy trust; this can be a single academy trust (SAT) responsible for one school or multi-academy trust (MAT) responsible for more than one school. In both cases the trust is a charitable company limited by guarantee.

Academy trusts are exempt charities and their principle regulator is the Department for Education (DfE).

Governance is essential to the success of any organisation. It should be understood from the academy up to the trust board, even beyond the schemes of delegation formally set out in this handbook. The challenge for us as volunteers is how we accomplish our responsibilities in defining and implementing strategy which is ambitious for all the children and students within our trust. While holding leaders to account, creating that robust accountability and assurance for educational and financial performance,

It is vital as Trustees and Governors that we work as a team contributing our combined skills and experience to the role which will ultimately improve standards and the effectiveness of fulfilling our core strategic functions:

1. Ensuring clarity of vision, ethos, and strategic direction;
2. Holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff; and
3. Overseeing the organisation's financial performance and making sure its money is well spent.

EDUCATE SUPP





Jonathan Mortimer

FROM THE CHIEF EXECUTIVE

I am delighted to lead Hamstead Hall Academy Trust – with the mission of providing the best possible education for children and students. Hamstead Hall Academy Trust was formed in 2013 and currently consists of two academies: Hamstead Hall Academy - 11-18 secondary academy, and Grestone Academy, a three-form primary academy with a nursery.

At Hamstead Hall Academy Trust, our vision is to create a collaborative learning community where we work together to educate, support and inspire our students and staff to be the best they can be through the pursuit of excellence in everything we do.

Everyone at Hamstead Hall Academy Trust shares a passion for providing the best possible education and supporting every child to reach the highest academic standards. Hamstead Hall Academy Trust aims to provide high quality education in our academies which will enable all of our students to realise their full potential.

Without an extraordinary team of committed staff, this would not be possible. Excellent teaching and school leadership are vital to ensuring that our children and students get the education they deserve regardless of their background. This is why we invest heavily in the people who work across our Trust to ensure they have the tools they need, offering regular

training opportunities and continuing professional development to make sure our provision is as effective as possible.

Thank you for giving your valuable time volunteering to support our children and students, and stakeholders across the wider community.

SUPPORT INSPIRE



educate support inspire

PURPOSE OF THE HANDBOOK

Hamstead Hall Academy Trust Governance Handbook sets out:

- The requirements of the Articles of Association.
- The Trust's scheme of delegation.
- The principles of decision making within Hamstead Hall Academy Trust.
- The respective roles of Members, Trustees, Executive Team, Local Governing Body.
- Proceedings of Local Governing Body meetings.
- To aid volunteer and staff inductions.
- Signposting to more detailed information, guidance and resources; and
- Providing information on the support available from governance professionals.

This handbook should be read alongside other key governance publications including, but not limited to:

- Keeping Children Safe in Education.
- Academies Trust Handbook.
- Hamstead Hall Academy Trust Articles of Association & Funding Agreement
- Code of conduct.
- Accounting directions.
- Trust Financial Statement and Annual Report.
- Copies of the above can be found on the trust's website or from the trust's governance processional.



NOLAN PRINCIPALS

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

The Nolan Principles form part of the trust's Code of Conduct to which all members, trustees and governors are required to sign up to.

SELFLESSNESS

We will act solely in terms of the public interest.

INTEGRITY

We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work. We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

OBJECTIVITY

We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

ACCOUNTABILITY

We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

OPENNESS

We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

HONESTY

We will be truthful.

LEADERSHIP

We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

BREACH OF THIS CODE OF CONDUCT

If it is believed the code of conduct has been breached, anyone may raise the issue with the trust board chair and the Chair will investigate; the trust board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

Should it be the Chair who is believed to have breached this code, another Trust Board member, such as the Vice Chair will investigate.



educate support inspire

MISSION & VISION



At Hamstead Hall Academy Trust, our **vision** is to create a collaborative learning community where we work together to **educate, support and inspire** our students and staff to be the best they can be through the pursuit of excellence in everything we do.

STRATEGIC OBJECTIVES

- High Quality Education.
- A positive, inclusive and supportive culture to develop the whole child.
- Evidence driven Professional Development.
- Financially robust and sustainable MAT with growth capacity.
- Strong leadership and Governance.
- Ongoing improvement to the learning environment.

educate support inspire



“Hamstead Hall Academy Trust aims to provide high quality education in our academies which will enable all of our students to realise their full potential.”

AIMS

- The widest possible range of opportunities for students and staff to achieve the highest standards.
- A challenging edge for us all to achieve our individual best in all aspects of academy life.
- A real sense of belonging to a supportive learning community where our students develop into as responsible, capable and confident active citizens ready for success in the 21st century workplace.
- The best facilities possible to support our work.
- A caring, sportively challenging and improving community that engenders all of us to take the responsibility to make the vision a reality.
- A strong and sustainable financial future.

educate support inspire

KEY PERFORMANCE INDICATORS

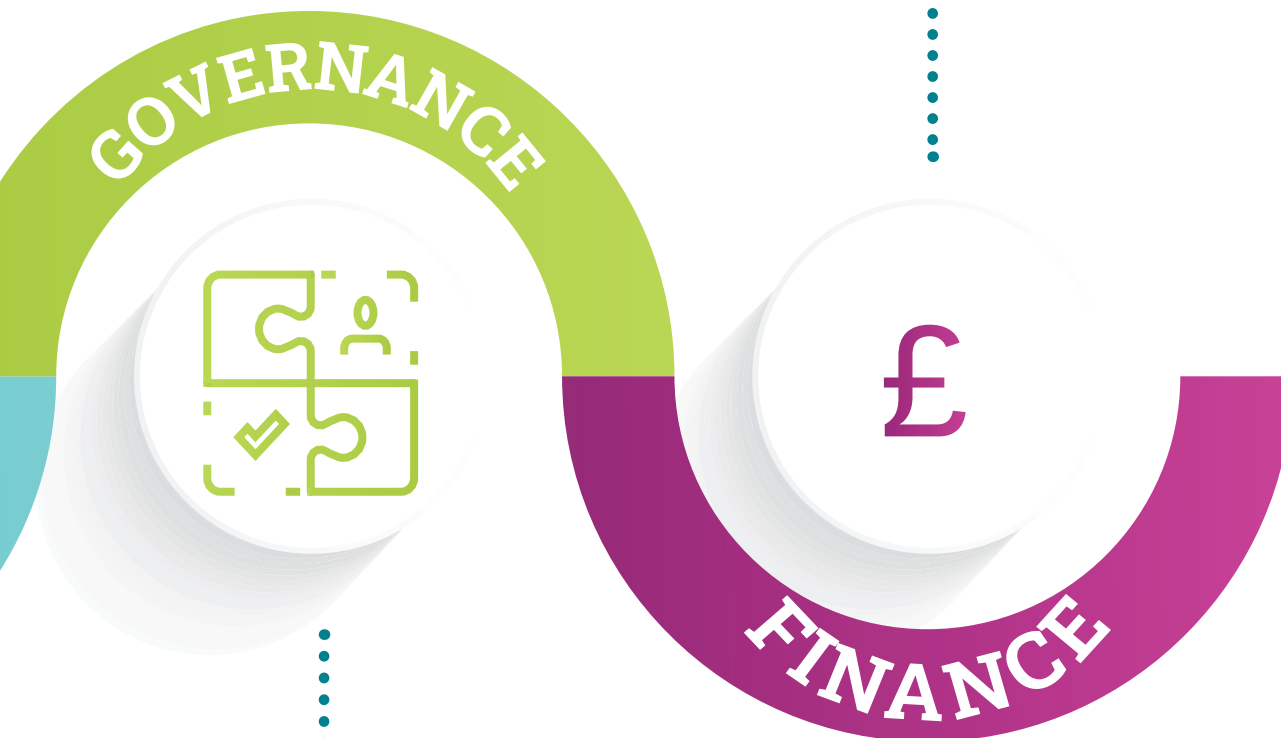
The Key Performance Indicators will be reviewed annually and reported through the Trust's annual report.

- All MAT academies to be at least good.
- Students make good progress with achievement at least in line with national averages
- Attendance is at least in line with national averages.
- All academies are compliant, with health and safety, safeguarding and other appropriate statutory requirements.
- Quality of teaching is high as evidenced through quality assurance processes.



- All academies are fully staffed with highly skilled staff
- All staff have access to high quality evidence based professional learning.
- Leadership pathways provide opportunities to improve leadership and develop leadership capacity.

- Governance structure in place which is compliant and in line with the Department of Education guidance for Multi Academy Trusts
- Governors are recruited with appropriate skills and experience to ensure that Local Governing Bodies have a full complement.
- Governors and Directors hold leaders to account and provide appropriate challenge.



- Value for money is secured across the Trust.
- Trust finances are strong and return a surplus.
- Staffing costs at each academy are at 80% or lower of total income.
- Audit reports indicate financial systems are compliant and fit for purpose.
- Risk management register in place which informs future planning.

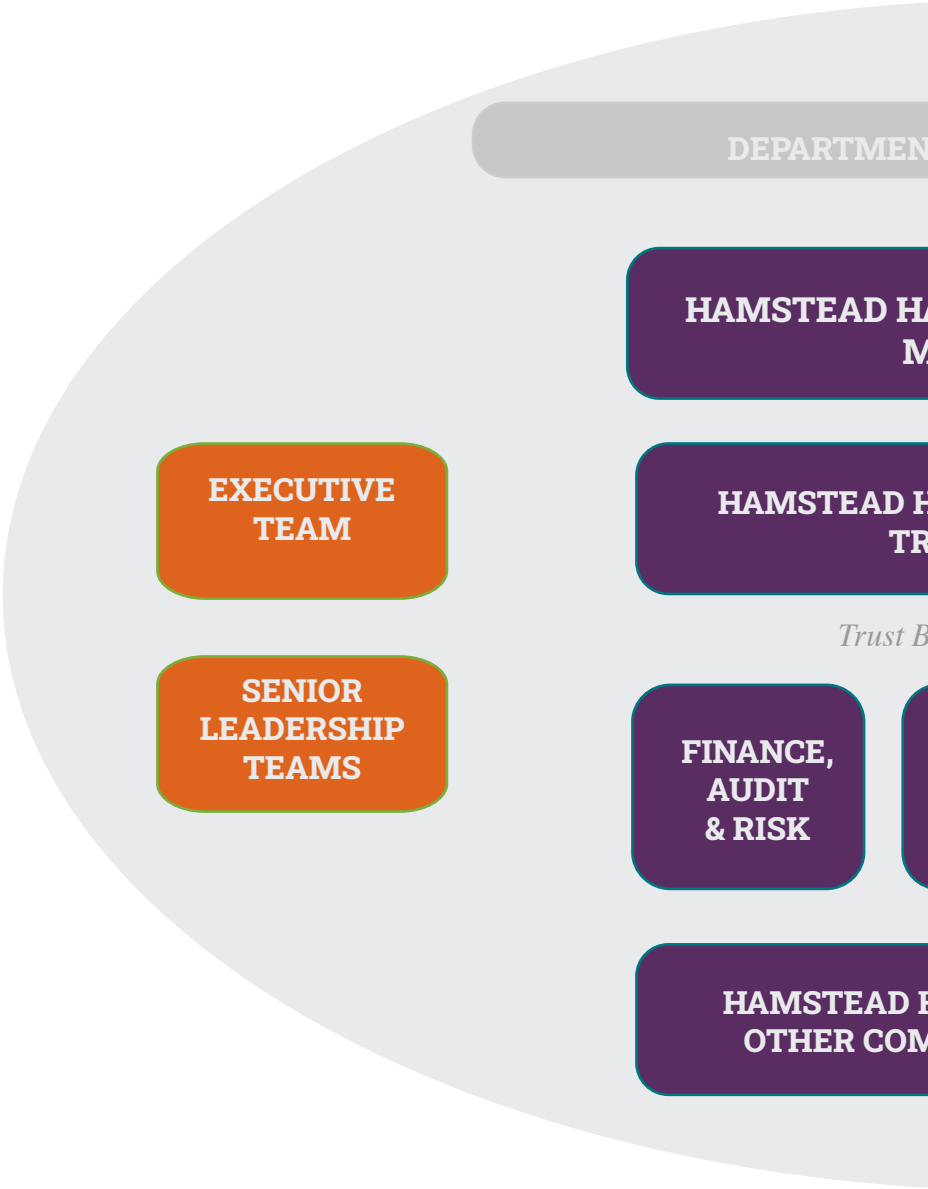
GOVERNANCE STRUCTURE

In accordance with the Articles of Association of the Hamstead Hall Academies Trust ('Trust') and Funding Agreements entered into by the Company and the Secretary of State under section 1 of the Academies Act 2010, including any variation or supplemental agreements.

Hamstead Hall Academy Trust is constituted as a charitable company limited by guarantee, and must comply with the requirements of the Companies Acts, Charity and Education law.

The diagram opposite provides an overview of Trust's governance structure.

The paragraphs that follow provide a brief overview of governance roles along with a summary of responsibilities.



TRUST FOR EDUCATION

ALL ACADEMY TRUST
MEMBERS

ALL ACADEMY TRUST
TRUST BOARD

Board Committees

PAY

LOCAL
GOVERNING
BODIES

ALL ACADEMY TRUST
COMMITTEES OR PANELS

CHILDREN,
STUDENTS &
COMMUNITIES



OPERATIONAL STRUCTURE.



GOVERNANCE STRUCTURE
LEGALLY OR CONTRACTUALLY REQUIRED.

MEMBERS

Most charitable companies have members because of the requirements of the Companies Act 2006. As all academy trusts are set up as charitable companies, they too must have members. In effect, the members sign to say they wish to form a company.

Members play a limited but crucial role in safeguarding academy trust governance. While they must ensure they do not stray into undertaking the Academy Trustees' role, they should assure themselves that the governance of the trust is effective, that Academy Trustees are acting in accordance with the trust's charitable object(s) and that they, the Members, use their powers to intervene if governance is failing.

It is the trust board, not the members, who are the organisation's key decision makers. Members should therefore be 'eyes on and hands off', and avoid overstepping their powers or undermining the board's discretion

in exercising its responsibilities. In general, Members would not be expected to attend board meetings, sit on executive leaders' performance review panels, or even contribute to specific decisions in relation to the trust's business.

It is for each trust to determine how best to keep Members informed so they can be assured that the board is exercising effective governance and leadership of their trust. Members will want to be well informed of the skills the board needs to be effective and to have confidence in the board at all times, with sufficient arrangements in place for them to know when they may need to exercise their powers – particularly to appoint or remove one or more Trustees.

If the governance of the Trust becomes dysfunctional the Members have a strong interest in ensuring the board has sufficient plans to address the issues or otherwise to remove the board or

individual Trustees and re-appoint Trustees with the skills necessary for effective governance.

SUMMARY OF RESPONSIBILITIES

- The minimum number of members must not be fewer than three.
- Employees of the Trust cannot be members.
- Sign the articles of association and approve any changes.
- Responsible for existence and constitution of the trust .
- Appoint and remove members and trustees.
- Appoint and remove auditors.
- At least 2 meetings per year.
- Quorum 2.
- Receive a copy of the accounts and annual report.
- Ensuring the trust is meeting its charitable objectives.
- Responsible for dissolving the trust as and when necessary.
- Holding the Trust Board to account through - hands off - monitoring the work of the trust board through an AGM or General meeting or by receiving the Annual audited accounts and Annual report.

GOVERNORS

A Trust Board may decide to set up one or more Local Governing Bodies sometimes known as Advisory Boards to oversee an academy or group of academies in the academy trust. Local Governing Bodies are made up of Governors. The Trust Board will decide which, if any, governance functions they will delegate to local governing bodies which is set out in the Trust's written Scheme of Delegation.

SUMMARY OF RESPONSIBILITIES

- Constitution, membership and proceedings of the Local Governing Bodies and Trust committees are determined by the Trustees and reviewed annually.
- Trustees delegate powers and functions to the Local Governing Body through a written Scheme of Delegation.
- The size the Local Governing Body at each academy has been agreed as 9 including, 2 Parent Governors, 2 Staff Governors and 4 Trust appointed Governors and the Headteacher.

- The chief executive and/or the chief finance officer have the right of attendance
- Quorum is three governors other than the Headteacher (including at least one Trust appointed governor).
- The Local Governing Body appoint their Vice Chair for a two-year term (which may be renewed).
- The term of office for a governor is four years (governors may be re-appointed or re-elected if eligible).

TRUSTEES/DIRECTORS

The Department of Education states:

'Charity Trustees means the directors of the Academy Trust, who are responsible for the general control and management of the administration of the Academy Trust'

Hamstead Hall Academy Trust has a team of non-executive directors, also known as Trustees, whose combined skills offer a wealth of experience to support the Trust's activities.

The Trust plays several roles in the life of each of its academies, setting direction and working with the leadership team to ensure that each school provides the best learning environment for its students. The Trust board is responsible for fostering progress in all areas of the schools' operation, promoting value for money and good use of public funds, and championing the schools in the wider community.

The Trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the articles of association and its funding agreement. The trustees are legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintain robust internal control arrangements.

In addition, it must carry out the three core governance functions:

- Ensure clarity of vision, ethos, and strategic direction.
- Hold the executive to account for the educational performance of the trust's schools and their pupils and the performance management of staff.
- Oversee the financial performance of the trust and make sure its money is well spent.

SUMMARY OF RESPONSIBILITIES

- The number of Trustees shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.
- The Trustees may appoint and remove an Executive Principal and shall appoint the Head teachers of the Academies and Head of School .
- The chief executive is not a Trustee.
- The total number of Trustees excluding the chief executive officer who are employees of the Company shall not exceed one third of the total number of Trustees.
- No parent governor on the Trust Board but minimum of two parent governors on the Local Governing Body (LGB).
- Trustees can co-opted a Trustee in accordance with the Articles of Association.
- The Trustees shall elect a Chair and a Vice-Chairman from among their number. A Trustee who is employed by the Company shall not be eligible for election as Chairman or Vice-Chairman.

- Subject to the Articles, the constitution, membership and proceedings of any Committee shall be determined by the Trustees. The terms of reference, constitution and membership of any committee of the Trustees shall be reviewed at least once in every twelve months.
- The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGB) a majority of members of any such committee shall be Trustees.
- The Trustees shall hold at least six meetings in every school year.
- The quorum for a meeting of the Trustee, and any vote on any matter shall be any three Trustees, or, where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting.
- The Trustees appoints the Chair of the LGB for a two-year term (which may be renewed)
- The Trustees appoints the Governance Professional to the Trust Board and any sub-committee of Trust Board.
- The Trustees delegates responsibilities to the LGB in a written scheme of delegation that is reviewed annually.
- Chairs of each LGB and chief finance officer can attend Trust Board meetings. Neither has any voting rights.
- The Headteachers will also attend as required, without voting rights.
- Term of office for a Trustee is 4 years (Trustees may be reappointed if eligible).
- Trustees Appoint Governors to the LGB.

TERMS OF REFERENCE

The Trust has established a clear organisational structure with identified lines of accountability and reporting for all its operations. This includes defining the responsibilities of the Trust Board and those delegated to its committees and each person involved in the

management and administration of finances within the Trust, in order to avoid the duplication or omission of functions and to provide a framework of accountability for members of the Trust Board and staff.

The board reviews the need for committees and their terms of reference annually.

TRUST BOARD

Purpose

The Academy Trust Board will be managed in accordance with the Articles of Association of the Hamstead Hall Academies Trust ('Trust'/'Company') and Funding Agreements entered into between the Company and the Secretary of State under section 1 of the Academies Act 2010, including any variation or supplemental agreements.

- Provide the Annual Report and Financial statements for the Trust's Members.
- Abides by the Seven Nolan Principles of Public Life and Framework for Ethical Leadership in Education.
- Adheres to the Academy Trust Handbook.
- Adhere to the Academies Accounting Directions.

Decision making

All Trustees will provide leadership to the Trust and will contribute to its overall governance and strategic direction. The Trustees play an integral role in decision making to develop the Trust's aims objectives and goals in accordance with the articles of association, legal obligations and regulatory guidelines.

All Trustees are collectively responsible for the decision and governance of the Trust and should actively participate in decision-making processes and not be overly reliant on one or more individual Trustee (s).

The establishment, Terms of Reference, Membership, and any Constitution, will be reviewed by the Directors of the Trust annually.

The Trust will approve a Scheme of Delegation defining the powers and functions that are reserved for the Trust Board and its Committees.

Any delegated decision in accordance with the Trust's Scheme of Delegation, or other authority received directly from the Trust Board must be reported to the

next full Trust Board meeting, but a decision taken under delegated powers is binding and immediately effective.

Partnership working

The Trustees will work in partnership with the chief executive and the governance professional to ensure that decisions are acted upon, and the Trust is managed effectively.

All Trustees should fully understand the difference between the role of the board plays in governing, developing, and agreeing the strategic direction of the trust and that of the senior leadership team in applying strategy to the day-to-day operations of the trust to local academies

Membership

The number of Trustees shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.

Subject to Articles 48-49, the Company shall have the following Trustees

- up to 8 Trustees appointed under Article 50; the chief executive

The Company may also have any Co-opted Trustee appointed under Article 58.

The total number of Trustees including the chief executive who are employees of the Company shall not exceed one third of the total number of Trustees.

Quorum

The quorum for a meeting of the Trustees and any vote on any matter thereat, shall be any three Trust, or, where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting.

Meetings

The Trustees shall hold at least six Trust Board meetings in every academic year. Meetings of the Trust Board shall be convened by the governance professional.

Subject to Articles 117-119, where there is an equal division of votes, the chairman of the meeting shall have a casting vote in addition to any other vote he/she may have.

Main duties

The chief executive will not vote on any matters requiring a vote. Trustees are responsible for providing appropriate oversight, governance and leadership to the Trust, pursuit of its strategies to fulfil its charitable purposes. As such Trustees are responsible for:

- Determining the mission, values, and long-term ambitious vision for the trust.
- Deciding the principles that guide trust policies and approving key policies.
- Appointing and appraising the senior executive leader and making pay recommendations.
- Working with senior leaders to develop a strategy for achieving the vision .
- Ensuring that stakeholders are involved, consulted, and informed as appropriate.
- Ensuring that all academies in the trust deliver a broad and balanced curriculum such that pupils are well prepared for the next stage of their education and adult life.
- Taking ownership of the trust's financial sustainability and ensuring effective resource management across the trust.
- Ensuring the voices of stakeholders are heard.
- Agreeing the trust's staffing structure and keeping it under review to ensure it supports delivery of the strategy.
- Measuring the trust's impact and progress towards its strategic objectives.

- Ensuring the required policies and procedures are in place and that the trust is operating effectively in line with these policies.
- Holding the executive team to account for standards, financial probity, and compliance with agreed policies.
- Evaluating relevant data and feedback provided by senior executive leaders and external reporting on all aspects of trust performance.
- Asking challenging questions of the executive team to hold them to account.
- Ensuring that there are policies and procedures in place to deal with complaints effectively.
- Ensuring that the trust's governance structure meets the needs of the trust.
- Agreeing clear schemes of delegation, outlining the responsibilities delegated to the senior executive leader and the responsibilities of the board and academy committees.
- Ensuring effective communication channels are in place.
- Appointing a Governance Professional and/or a Company Secretary.
- Ensuring robust risk management policy and procedures are in place and that risk control measures are appropriate and effective.

AUDIT, FINANCE AND RISK COMMITTEE

Purpose

In accordance with the Academy Trust Handbook Hamstead Hall Academy Trust Board has resolved to establish an Audit, Finance, and Risk (AFR) Committee to advise and report to the Board on any significant matters relating to finance and audit arrangements, systems of internal control, risk management and to advise the Board to ensure sound and robust oversight of the Trust's finances and resources, including proper planning, monitoring, and probity.

The AFR is accountable to the full Trust Board. The Committee's Terms of Reference have been by the Board and can only be amended with the approval of the Board.

Membership

The committee will consist of up to five Trustees whom the Board will appoint. At least one member of the committee should have relevant financial or audit experience. The Trust Board Chair cannot be the Chair of the AFR, but can be a member of the committee.

The committee members shall hold office from the date of their appointment until resignation or omission from membership on subsequent consideration by the Board.

The Board will review committee membership on an annual basis at the start of the academic year.

The committee will appoint a Chair and Vice-Chair.

The chief executive/ accounting officer and chief finance officer will be in attendance but will have no voting rights.

Any other members of staff or external professionals will be invited to attend the relevant meeting as required.

Quorum

The quorum shall be three trustees.

Meetings

The Committee will meet at least six times a year in advance of the board meetings.

The governance professional will facilitate the administration of AFR meetings. Agenda and papers will be circulated to members of the committee seven days in advance of the meeting.

Draft minutes will be sent to the Chair for review within ten days of the meeting. Approved minutes will be stored on Governor Hub.

Authority

The committee is authorised to investigate any activity within its term of reference or specifically delegated by the Trust Board.

The committee is authorised to obtain any legal and professional advice it considers necessary in consultation with the Chair of the Trust Board.

Main duties

- Fulfil its responsibilities as set out in these Terms of Reference in line with the Funding Agreement, Articles of Association, Scheme of Delegation, Academies Trust Handbook, Academies Accounts Direction, Hamstead Hall Trust Financial Control Procedures, and any other relevant policy related to audit, finance, and risk.
- Ensure sound management of the Trust finances and resources, including proper planning, monitoring, probity, and value for money.
- Advise the Board on the adequacy and effectiveness of financial governance, risk management, internal control, and value for money systems and frameworks.
- Advise the Board on the appointment, re-appointment, dismissal, and remuneration of the external auditor for approval by Members.
- Advise the Board on the need for the appointment, re-appointment, dismissal, and remuneration of an internal auditor or another assurance provider.
- Ensure compliance, investment, and cash management as per the Academies Trust Handbook.

- Monitor any changes to the OIJ process.
- Ensure the Trust has appropriate insurance cover in place.

Detailed responsibilities - finance

The AFR committee shall consider and advise the Board on the following specific matters:

- To monitor and review income and expenditure against budgets during the financial year and to agree on variations from the financial plan and virement budgets following the financial control procedures.
- The revised forecast of estimated income and expenditure for the entire year for the Trust, its academies, and subsidiaries, including any proposed actions required to address any adverse variances from the budget plan.
- To review the drafting of the annual budget and 3-year plan.
- To recommend to the Trust Board, for approval, the annual Trust budget and financial plan.
- To review and recommend to the Trust Board, for approval, the annual report and financial statements.
- Monitoring and updating financial policies and financial regulations.
- To consider any other matters that can have a financial impact on Hamstead Hall Academy Trust.

- To authorise purchases or lease arrangements over the limit recorded in the financial Scheme of Delegation.
- To approve the writing off of bad debts over the limit recorded in the financial Scheme of Delegation.
- To approve the disposal of assets with a netbook value over the limit recorded in the financial Scheme of Delegation.
- To approve staffing restructure proposals before consultation where they have a solely or predominantly financial imperative.
- To direct and oversee the programme of internal and external audits of the Trust.

Detailed responsibilities - audit

The AFR committee shall consider and advise the Board on the following specific matters:

- To recommend to the Board the appointment or re-appointment of the external auditors of the Trust for approval by Trust Members.
- To receive the auditors' reports and approve the management responses and report the findings and actions to the Trust Board.
- To review the external auditor's letter of engagement and annual planning documents and approve the planned audit approach.

- To review all reports received from the external auditor (e.g., annual reports, management letter) and consider any issues raised and the associated management response and action plans. Reports should be referred to the Board for information or action.
- To recommend to the Board the appointment or re-appointment of the internal auditors of the Trust.
- To agree on a programme of work with an appropriate external body to assess independently and report on the Trust's internal financial controls and compliance with the Accounting Officer's statement on governance, regularity, propriety, and compliance as published in the Annual Report.
- To review all reports received from the internal auditor (e.g., annual reports, internal control findings) and consider any issues raised and the associated management response and action plans. Reports should be referred to the Board for information or action.
- To recommend to the Board the scope of works for internal scrutiny and the areas, measurement, and monitoring for any proposed scrutiny.
- To review all audit reports including, but not limited to, Health and Safety and GDPR.

Detailed responsibilities - risk management

The AFR committee shall consider and advise the Trust Board on the following specific matters:

- Annual review of the Trust's risk management systems, including arrangements for risk management, control, and governance processes.
- Review, monitoring, and assurance of the Trust's Risk Register.
- Review of the Trust's financial Scheme of Delegation and recommending any changes to Board for approval.
- Annual review of all insurance arrangements.
- Conduct a legal and reputational review in line with the trust's risk register reviews.

Detailed responsibilities - other

The AFR committee shall consider and advise the Trust Board on the following specific matters:

- To review of other significant financial or related reports or submissions that impact the Trust, for example, funding applications.
- To receive a report concerning any data protection breaches under GDPR.
- To review and make recommendations to the Trust Board on any relevant policies and procedures.

PAY & REMUNERATION COMMITTEE

Purpose

The committee is responsible for establishing remuneration frameworks and policies that promote and support alignment with the Trust's long-term charitable aims and purposes, with any performance-related pay schemes relevant and proportionate to the Trust. Any proposals recommended to the Trust board must satisfy the Education and Skills Funding Agency's requirements.

Membership

The committee shall comprise up to five members, all of whom shall be trustees:

- Appointments to the committee are made by the Trust Board. The committee shall appoint the committee chair and vice chair.
- In the absence of the committee chair and vice-chair, the remaining members present shall elect one to chair the meeting who would qualify under these terms of reference to be appointed to that position.

Right of attendance

Only members of the committee have the right to attend meetings. However, other individuals such as the chief executive and or the chief finance officer, and external advisers may be invited to attend for all or part of any meeting.

However, such invitees should not be present when their remuneration package is being discussed.

Meetings

Meetings of the committee shall be called by the governance professional at the request of the committee chair or any of its members.

The governance professional will ensure that the committee receives information and papers at least seven days before the committee meeting.

Unless otherwise agreed, a notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed shall be forwarded to each member of the committee and any other person required to attend, no later than seven days before the date of the meeting, to enable full and proper consideration to be given to the issues.

Supporting papers shall be sent to committee members and other attendees, as appropriate, at the same time.

The governance professional shall minute the proceedings and resolutions of all committee meetings, including the names of those present and in attendance.

Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be distributed to all other members of the Board unless, exceptionally, it would be

inappropriate to do so.

The committee chair should attend the members' annual general meeting to answer any members' questions on the committee's activities. In addition, the committee chair should seek engagement with members and other key stakeholders on significant matters related to the committee's areas of responsibility.

Quorum

The quorum necessary for the transaction of business shall be three Trustees, who are members of the committee.

Frequency of meetings

The committee shall meet at least once a year and otherwise as required.

Duties

The committee shall carry out the duties detailed below for the Trust.

Have delegated responsibility for considering and recommending to the Board the Trust's policy for executive remuneration, in accordance with the Department for Education's Governance Handbook, Setting executive salaries: Guidance for academy trusts, the Academies Trust Handbook the Academies Accounts Direction, and any other relevant guidance.

Establish remuneration frameworks and policies that promote and support alignment with the Trust's long-term charitable aims and purposes, with any performance-related pay schemes relevant and proportionate to the Trust. Any proposals recommended to the Trust board must satisfy the Education and Skills Funding Agency's (ESFA) requirements of:

- Being agreed by the Board in advance of any compensation;
- Decided with independence and objectively, avoiding conflicts of interest;
- Being robust in its application in light of the MATs educational and financial performance as well as reflecting the level of challenge of each role involved;
- Demonstrating value for money, being proportionate and defensible in terms of public sector pay;
- Disclosing other commercial arrangements of executives in the annual reports and accounts as required in the Academies Accounts Direction and the Charities SORP;
- Being fully documented;
- Not outpacing the pay of teachers; and
- Being aware of the ability of ESFA to challenge decisions.

The committee should:

Design remuneration policies and practices to support strategy and promote long-term sustainable success, with senior leadership team remuneration aligned to the Trust's charitable purpose and values, clearly linked to the

successful delivery of the Trust's long-term strategy, taking into consideration guidance from the Department for Education (DfE) and the Education and Skills Funding Agency (ESFA).

When determining executive remuneration policy and practices, consider the DfE and ESFA requirements for pay to be underpinned by the Nolan Principles and:

- To be justifiable and in the best interests of the Trust;
- To reflect the breadth and level of the individual's responsibilities;
- To demonstrate value for money and;
- To ensure that whole school pay policy is followed accordingly.
- To ensure that no executive or other senior staff member shall be involved in any decisions as to their remuneration outcome.

The committee should:

In determining pay policy, consider all other factors that it deems necessary, including relevant legal and regulatory requirements, the provisions of DfE and ESFA guidance, and the funding agreement. The objective of such policy shall be to attract, retain and motivate executives of the quality required to run the Trust successfully without paying more than is necessary having regard to the views of members, other stakeholders, and the public sector market. The policy should be robust in its decision-making processes, transparent, proportionate, reasonable, and justifiable to all staff.

Review the ongoing appropriateness and relevance of the whole school policy. The committee should undertake benchmarking exercises when reviewing its approach to executive pay.

Where performance management and salary increases are deemed contentious, the decision-making argument supporting them must be justifiable.

Within the terms of the agreed policy and in consultation with the chair and the chief executive, as appropriate, determine the total individual remuneration package of each executive staff member, including bonuses or performance-related payments.

Choice of financial, non-financial, and strategic measures is important, as is the exercise of independent judgment and discretion when

determining remuneration awards, taking account of the academy trust and individual performance, and wider circumstances.

Increases should not be awarded automatically but in line with clear, measurable key performance indicators and should not outpace teacher pay increases. Other factors that should be taken into consideration by the committee could include:

- Academic performance, including pupil outcomes and improvement (as identified in key stage indicators and Ofsted reports);
- Educational challenges facing the academy trust (such as percentage of pupils identified as requiring SEND and free school meals, EAL pupils, local levels of deprivation and proportion of looked after children at the school);
- Financial performance (to provide for good and poor performance, flexibility in contracts to reflect those variables, levels of deficit/surplus and the auditor's view);
- Other challenges facing the Trust (uniqueness of the Trust's situation, significant concerns, the individual's role in delivering future plans, other accountabilities, and local communications role);
- The experience of the individual, including qualifications; and
- The total cost of packages offered (including performance-related pay, pension contributions, salary sacrifice arrangements, any compensation for loss of office,

other taxable benefits, non-taxable benefits only available to the executive team, and other remuneration such as car allowance)

- The committee should advise the trust board as to an executive's eligibility for either the Teacher's Pension Scheme or the Local Government Pension. It is for the trust board to decide which scheme is most appropriate.
- The committee should consider the proposed remuneration's potential impact on long-term plans to approach ESFA for a loan or a Condition Improvement Loan, which could be adversely affected by remuneration levels deemed as 'Executive High Pay' by ESFA.
- Full authority to appoint remuneration consultants and commission or purchase any reports, surveys, or information it deems necessary at the expense of the Trust after liaising with the trust board and the Accounting Officer.
- However, the committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants.
- A review of the design of all remuneration frameworks for the Trust, including any performance - related pay aspects. For any such plans, determine each year whether awards will be made.
- If so, the overall amount of such awards, the individual awards for senior leaders, and the performance targets to be used considering the factors detailed above.

- A review of workforce remuneration and related policies annually.
- Working and liaising as necessary with other board committees, to ensure the interaction between committees and the Board is reviewed regularly.

Reporting

The committee chair shall report to the trust board after each meeting on the nature and content of its discussion, recommendations, and action.

The committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.

The committee shall describe its work in the annual report.

The committee shall also ensure that provisions regarding disclosure of information as set out in the Charities SORP and DfE/ESFA, statutory guidance is fulfilled and that a report on trustee expenses and related party transaction policy and practices is included in the Trust's annual report and presented to members at the AGM.

If the committee has appointed remuneration consultants, the consultant should be identified in the annual report alongside a statement about any other connection it has with the MAT or individual directors or senior leaders.

Authority

The committee is authorised by the Board to obtain, at the Trust's expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the chief executive officer and or the chief finance officer.

Other

The committee shall:

- Have access to sufficient resources to carry out its duties, including access to the Trust's governance function for advice and assistance as required.
- Be provided with appropriate and timely training, both in the form of an induction programme for new members of the committee and on an ongoing basis for all members of the committee.
- Give due consideration to all relevant laws and regulations, the provisions of DfE and ESFA guidance, including the funding agreement, as appropriate.
- Ensure that a periodic evaluation of the committee's performance is carried out.

- Review its terms of reference annually to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the trust board for approval.

Local Governing Bodies

Purpose

Are accountable to the Trust Board for the duties and responsibilities delegated to it through the Scheme of Delegation including the implementation of actions to comply with the statutory regulations.

Duties

- Provide oversight and monitoring of the school's performance, support and challenge to secure positive student outcomes.
- Determine any local academy procedures or policies in line with the scheme of delegation and monitor compliance at school level.
- Is the Trust Board's local point of consultation and review on matters such as trust policy, vision and strategy.
- Represent the view of the academy and its stakeholders to the trust.
- Scrutinise detailed information on pupil progress and attainment and, if necessary, challenge assumptions.
- Responsible for challenging the assumptions of the academy's Pupil Premium strategy as well as monitoring of the strategy and its impact.
- Monitor key policies, as determined in the scheme of delegation for their effectiveness.

- Monitor progress being made towards meeting key strategic priorities and aims.
- Carry out panel work when required.
- Contribute to the recruitment and performance management of key staff, as determined by the written scheme of delegation.

Quorum

The quorum necessary for the transaction of business shall be three Governors who are members of the Local Governing Body.





educate support inspire

EXECUTIVE TEAM

CHIEF EXECUTIVE & ACCOUNTING OFFICER

The board of trustees must appoint, in writing, a senior executive leader who may be appointed as a trustee. In trusts with multiple academies, it should be the chief executive or equivalent.

The board must also appoint, in writing, a named individual as its accounting officer. This should be the senior executive leader. The individual must be a fit and suitable person for the role. The roles of senior executive leader and accounting officer must not rotate. The accounting officer should be employed by the trust. The trust must obtain prior ESFA approval if it is proposing, in exceptional circumstances, to appoint an accounting officer who will not be an employee.

The appointment of an accounting officer does not remove the trustees' responsibility for the proper conduct and financial operation of the trust.

The accounting officer role includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's accounting officer, for the trust's financial resources.

Accounting officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.

The accounting officer must have oversight of financial transactions, by:

- Ensuring the academy trust's property and assets are under the trustees' control, and measures exist to prevent losses or misuse.
- Ensuring bank accounts, financial systems and financial records are operated by more than one person.
- Keeping full and accurate accounting records to support their annual accounts.

The accounting officer must complete and sign a statement on regularity, propriety and compliance each year and submit this to Education and Skills Funding Agency (ESFA) with the audited accounts. The accounting officer must also demonstrate how the trust has secured value for money via the governance statement in the audited accounts.

The chief executive is ultimately accountable to the Trust Board and, as the accounting officer, to the Secretary of State for Education and to Parliament for ensuring that the Trust Board meets its obligations for the proper stewardship and use of the public funds and assets entrusted to it and to perform its functions within the available financial resources and in accordance with relevant Funding Agreement (s).

The day-to-day responsibility for running the Trust is delegated to the chief executive. The chief executive has overall executive responsibility for the Trust's activities, is responsible to the Chair and the Trust Board for ensuring that its financial obligations are met and has overall responsibility for the Trust's system of internal control.

The chief executive is also specifically responsible for the approval of any proposals for ensuring the quality, standards, performance and development of teaching and educational services provided by the Trust and its academies, having regard to any guidance issued by the Department of Education and other relevant professional bodies.

The chief executive may delegate their detailed responsibilities but remains accountable for the Trust's financial activities and overall system of internal control, including:

- Ensuring regularity and propriety
- Prudent and economical administration.
- Avoidance of waste and extravagance.
- Efficient and effective use of available resources, and The overall organisation, management and staffing of the Trust.

The chief executive delegates much of the day-to-day financial responsibility to the Chief Operating Officer, but the chief executive retains responsibility for:

- Recommending to the Trust Board the annual budgets and Medium-Term Financial Plans;
- Ensuring income and expenditure remains within budget for the Trust as a whole;
- Approvals as identified as being reserved for Chief Executive in the Scheme of Delegation; and
- Ensuring delegated responsibilities are monitored.

The chief executive will ensure that all members of the Trust Board, employees and all new appointees have access to and are put in a position to understand their responsibilities within the trust's Financial Regulations.

The chief executive officer, is responsible for the educational outcomes of the Trust. This responsibility is delivered through indirect line-management of academy head teachers.

The chief executive is responsible for overseeing, quality assuring and supporting all academies, and for ensuring that the trust's vision, strategic aims and ethos are embedded in all academies and that its targets are met. The chief executive officer is responsible for ensuring that head teachers effectively manage their budgets.

HEADTEACHERS

Head teachers are responsible for the provision of a full learning experience and support for children and students, and for carrying out the professional duties of a Head teacher as provided for under the relevant sections of the School Teacher's Pay and Conditions Document. They provide the vision and professional leadership to secure high quality education and high standards of achievement for all pupils, through the implementation of the trust's vision, strategic aims, ethos and policies within their academy. Head teachers are responsible for managing the budget of their academy.

CHIEF FINANCE OFFICER

The board must appoint a chief financial officer who is responsible for the trust's detailed financial procedures is delegated. The chief finance officer plays both a technical and executive leadership role. The chief finance officer and the finance staff must be appropriately qualified and/or experienced. Trusts must assess whether the chief finance officer and others holding key financial posts, should have a business or accountancy qualification and hold membership of a relevant professional body, dependent on the risk, scale and complexity of financial operations.

The chief finance officer need not discharge all their duties personally. The trust may employ additional staff or contractors with the relevant skills and knowledge at the appropriate time.

COMPANY SECRETARY

As private limited companies, academy trusts can choose to have a company secretary, but it's not legally required. The role and duties of the company secretary will be performed by the chief finance officer.

DIRECTOR OF ESTATES

Leads the implementation of an estates strategy and to manage all aspects of the Trust's properties including upkeep, care, maintenance, security, health and safety, compliance and facilities management in line with statutory and regulatory requirements. To maintain refurbishments and other building advancements in term of bidding, developing and procuring and to act as the Trust's representative with suppliers to the estate, professional advisers (buildings) and contractors.

GOVERNANCE SUPPORT

GOVERNANCE PROFESSIONAL

All academy trusts are required by their articles of association to appoint a governance professional.

The voluntary nature of governance makes it all the more important that boards conduct their business efficiently, to make the best possible use of everyone's time. Professional governance has a vital role to play in meeting the administrative and procedural requirements of boards and enabling efficient and effective discussion and decision making.

The governance professional oversees and is responsible for enabling good governance and process across the trust. Working in partnership with each chair, the governance professional ensures that the board is focused on its core strategic priorities, provides independent and expert advice and guidance to the board on its duties and functions, and delivers administrative support that makes everything work smoothly.

The scope of the role of a governance professional can be divided into three core areas and functions, as follows:

Understanding

Knowledge of the essential practical and theoretical information required for good governance and how to apply it:

- Governance
- Strategy and Culture
- Regulation & compliance
- Finance and risk

Values

The values that inform and sustain an effective governance professional:

- Doing the right thing
- Maintaining independence
- Being open minded
- Being purposeful

Practice

The skills and expertise and experience that the governance professional brings to the role:

- Planning and organisation
- Advising and recording
- Anticipating and resolving problems.
- Influencing and enabling

Any additional and specific functions of the governance professional will be determined separately by the Trust Board.

MEETING ADMINISTRATION

The governance professional will support governors and trustees with the formatting of any papers being tabled on the meeting agenda.

All papers being presented to the Trust Board/Trust Committees or LGBs should have the following template as the front page:

- Title of Paper
- Date of Paper
- Author and or Presenter (name and job title)
- Purpose of the Paper (for noting, for discussion, for decision)
- Executive Summary (If practical, a short explanation that gives an understanding of the subject and any conclusions, key messages, recommendations, desired outcomes and should be no longer than one page)
- Appendices (where detailed tables, information can be added)
- All papers should be in pdf format.

Post meeting

The governance professional will aim to provide draft minutes for initial approval within ten days of the meeting or otherwise agreed in advance.

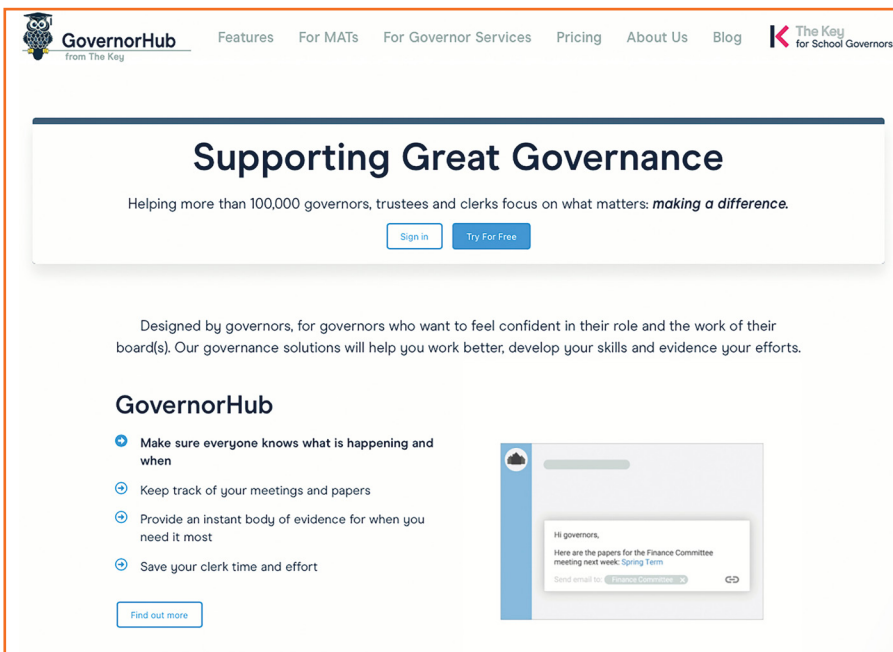
The draft minutes will be sent to the chief executive, committee chair to add their (minor) amendments, using track changes. The chair will return any amended minutes to the governance professional who will distribute to committee members.

GOVERNOR HUB

GovernorHub is the secure online portal, used by the trust, to store governance documents, such as calendars of all trust meetings, minutes, board papers, declaration of interests, governor and trust appointments and terms of offices along with member, trustee and governor contact details.

While the portal has been designed as a self-service access tool, our governance professional takes ownership for keeping records up to date.

Login details, will be supplied by the governance professional, once your appointment has been confirmed.



educate support inspire

APPOINTMENT PROCESSES

CHECKS

All members, trustees and governors are required to have an enhanced Disclosure and Barring Service (DBS) check, a section 128 direction check and a right to work/identity check. These checks will be undertaken by the executive team. In addition all Trustees or Governors will be expected to complete a 'fit for purpose' form (supplied by the governance professional) confirming their eligibility to take on either role.

MEMBERS

It will be the role of the current members to appoint new ones. The Trust will ensure that any potential member understands and is supportive of the Trust's ethos and culture, and understands the need and desire to achieve the Trust's charitable object.

During the process of restructuring an existing MAT, the DfE may ask a series of questions in relation to the appointment of members such as their current responsibilities in terms of employment and other volunteering roles, and how these 'demonstrate expertise/skills required for role as member'. By this, the DfE is specifically referring to skills and expertise that would cover the following areas:

Formalisation of all member appointments, the details being registered with the ESFA, as well as being recorded in the statutory book of the trust.

Identification of the need for a new member and the gap in skill to be filled.

A review by the members of the curriculum vitae and meet with prospective member.

Members agree on appointment – trust undertakes DBS and any other relevant check before confirming the appointment.

Re: Article 17: Every person nominated to become a member of the academy trust must sign a written consent to become a member. They must also sign the register of members once they have become members.

Re: Article 13 of the model articles of association - signatory members, and the school's foundation or sponsor body where applicable, may remove a member they have appointed, or appoint a replacement member to fill a vacancy, by delivering a written notice to the academy trust's registered office. In addition, re: article 15A allows the members to appoint additional members as they see fit by passing a special resolution in writing and notify the ESFA.

The governance professional shall be responsible for supporting members with any resignations or appointments, as appropriate.

TRUSTEES

Hamstead Hall Academy Trust Articles of Association allow the Members to appoint up to 9 Trustees to the Trust Board via ordinary resolution. These appointments will typically be made by a proposal from the Trust Board, which the Hamstead Hall Academy Trust Members can then choose either to approve by ordinary resolution or decline. This is because the Trust Board will have the most relevant information about the skills and experience of existing Trustees and therefore any gaps that need to be filled.

Members are at liberty at any time to change this process. It is not expected that the Members would need to meet in person to fulfil this responsibility.

The governance professional will be responsible for supporting the Trust Board with resignations and appointments, as appropriate and in conjunction with the executive team.

GOVERNORS

Staff Governors

The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the academy and, where there are any contested posts, shall hold an election by a secret ballot.

All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

Parent Governors

Parent or carer Governors of the LGB shall be elected by parents or carers of registered children and or students at the Academy. He or she must be a parent of, or have parental responsibility for, a student at the academy at the time when he or she is elected.

The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.

Where a vacancy for a parent governor is required to be filled by election, the Trustees (or LGB

where the Trustees have delegated the election process) shall take such steps as are reasonably practical to ensure that every person who is known to them to be a parent of a registered student at the School is informed of the vacancy which will be filled by election, that said persons may stand as candidates must be given the opportunity to do so.

The Parent governor will be required to step down from any other academy within the Trust representation body and will be ineligible to take part in any other representation body.

Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he or she prefers, by having his or her ballot paper returned to the academy by a registered student at the academy.

Where there are no parents standing for election, Trustees may appoint a person who is the parent of a registered student at the academy.

All volunteer appointments are subject to a satisfactory Disclosure and Barring Service check, which will be undertaken prior to confirmation of an appointment.

Trust appointed Governors

Appointed governors of the local governing body shall be appointed by the Trustees.

He or she must be:-

A person who lives or works in the community served by the academy and is committed to the values and mission of the academy and the Trust.

- A person who, in the opinion of the Trustees, is committed to governance and the values and mission of the academy and the Trust.
- The term of office for Governors shall be four years, apart from the Headteacher, who shall remain a Governor until such time as he or she ceases to be employed by the Trust.

Subject to remaining eligible to be any particular type of governor, any person may be reappointed or re-elected to the Local Governing Body.

RESIGNATION AND REMOVAL

A person serving on the local governing body shall cease to hold office if:-

- He or she resigns his office by giving notice in writing to the governance professional of the LGB;
- The Headteacher or a staff governor ceases to work at the school;
- The Trustees terminate the appointment of a Governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the School.

For the avoidance of doubt, a parent Governor shall not automatically cease to hold office solely by reason of their child ceasing to be a student at the academy.

DISQUALIFICATION OF GOVERNORS OF THE LOCAL GOVERNING BODY

A person shall be disqualified from serving on the Local Governing Body if he or she would not be able to serve as a trustee in accordance with Articles of the Association.

PROCESS FOR ELECTING CHAIR AND VICE-CHAIRS

Prior to the meeting

The governance professional invites written applications from trustees or governors, via email.

Any applications received after the stated date shall not be considered (unless no applications have been received).

At the meeting

The process for the appointment of the Vice Chair will be tabled on the agenda at the start of the meeting.

The business of appointing the new Vice Chair will be coordinated by the governance professional.

The meetings must be quorate.

If no applications have been received, the governance professional seeks interest at the meeting. If no interest is expressed then the process is repeated. In the event that no volunteers, to Chair the meeting, are forthcoming then the meeting will be cancelled and another meeting arranged. Those present will decide whether there is a need for a candidate (s) to leave while the election process is taking place.

Where there is more than one candidate interested to take on the role of Chair, a secret ballot will be facilitated by the governance professional. The decision of appointment is made by majority vote. In the event of a tie a second ballot will be held.

The governance professional will record the outcome of the election process in the meeting's minutes.

CONFLICTS OF INTEREST

The Code of Conduct requires Governors and Trustees to be honest and open with regard to conflicts of interest. A perceived conflict of interest arises where a reasonable person observing the meeting and knowing the individuals involved could be concerned that such a conflict might exist. Governors and Trustees must not use their position for personal gain in business, political or social relationships. Therefore, a governor or trustee who has, or may be perceived to have, such a personal interest in a particular matter under consideration, should declare that interest, withdraw from all discussions relating to it and take no part in any vote on such matters.

Management of conflicts of interest shall be determined by the Trust's Conflicts of Interest Policy.

LOCAL GOVERNING BODY PROCEEDINGS

MEETINGS

The Local Governing Body (LGB) shall meet at least three times a year and shall hold such other meetings as governors may consider to be necessary.

Meetings of the LGB shall be convened by the governance professional to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his/her absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.

Any Governor shall be able to participate in meetings of the governors by telephone or video conference provided that he or she has given reasonable notice to the governance professional of the LGB and that the governors have access to the appropriate equipment.

The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of its agenda or any defect in the election, appointment or nomination of any person serving on the LGB.

Every matter to be decided (where appropriate) at a meeting of the LGB shall be determined by a majority of the votes of the Governors present and entitled to vote on the matter. Every Governor has one vote. Where there is an equal division of votes, the Chair shall have the casting vote. A Governor may not vote by proxy.

The governance professional shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are stored on governor hub.

Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the Governors of the LGB shall elect one of their number to act as Chair for the purposes of that meeting.

GENERAL

In the exercise of its delegated powers and functions, the governors of the LGB shall:

- Ensure that the academy is conducted in accordance with the aims and objectives of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy.
- Promptly implement and comply with any policies or procedures communicated to the local governing body by the Trustees from time to time;
- Review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees, in accordance with the scheme of delegation.
- Work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the academy;
- Be open to the Trustees about decisions and be prepared to justify those decisions;

Governors shall be expected to report to the Trust via the chief executive report against KPIs which have been set for the academy and provide such data and information regarding the business of the academy and the children or students attending the academy as trustees may require.

For the avoidance of doubt, where a power is not expressly delegated to the local governing body it will be deemed to have been retained by the Trust regardless of whether it is specified in the Trust Governance Handbook.

The handbook may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the local governing body.



OUR ACADEMIES



educate support inspire



HAMSTEAD HALL ACADEMY

Hamstead Hall serves the local area of Handsworth and Handsworth Wood. Opened in 1973 as Hamstead Hall School, it enjoys an attractive setting next to Sandwell Valley Nature Reserve and Handsworth Golf Course.

The Academy has been at the forefront of inclusion and is one of six schools in the city with a Special Needs Resource Base. The Resource Base caters for 40 students who have statements for cognition and learning difficulties.

Today the Academy is one of the most successful comprehensives in the country. In 2009 it gained National Leader of Education and National Support School status. This status was redesignated in 2017. The Academy has supported schools both locally and nationally to help them improve standards.

VISION

We see Hamstead Hall Academy as a vibrant, dynamic and interactive Academy for all users of all ages and abilities.

At Hamstead Hall Academy:

- Achievement is at the heart of what we do.
- We achieve success through hard work and harmony.
- Every person matters.
- There is a relentless focus on teaching and learning.
- We make every effort to ensure that all users of Hamstead Hall Academy are: healthy, safe, enjoy what they do, are able to make a positive contribution and achieve economic well-being.

By building upon our strengths, we can provide our unique community of young children, students, staff, parents/carers, para-professionals and local people with:

- The widest possible range of opportunities to be able to fulfil their learning experience.
- A challenging edge to achieve their individual best.
- A real sense of being part of a learning organisation of active citizens, working pro-actively together on local, national and global issues

AIMS

Hamstead Hall Academy aims to be a fully inclusive learning community in which everyone achieves success through hard work and harmony.

Our explicit aim is to create a learning environment in which we value all members of the community as learners.

VALUES

- Pride.
- Persistence.
- Patience.
- Preparation.
- Progress.

MISSION

Success for All through Hard Work and Harmony.



educate support inspire



GRESTONE ACADEMY

VISION AND ETHOS

At Grestone Academy, we are proud of all our children. We want them to achieve in every area regardless of their starting point, by providing them a creative and challenging education within a caring and inclusive environment.

We are here to ensure our children enjoy school, love learning and achieve so they can contribute to and access all that Modern Britain offers.

We want our children to be positive, confident and successful citizens. We believe in equipping them to be resilient and adaptable

and to value themselves and others, developing into responsible and independent individuals who communicate well.

We want our children to love being at school, enjoying broad and memorable experiences that unlock the potential within them and equip them for life in modern Britain.

VALUES

PRIDE in all we do -

- Perseverance.
- Respect.
- Independence.
- Diversity.
- Excellence.



educate support inspire

SCHEMES OF DELEGATION



educate support inspire

INTRODUCTION

A Multi Academy Trust must comply with the Academies Trust handbook (ATHB) as a condition of their funding agreement. The ATHB provides an over arching framework for implementing effective financial management and other controls, consistent with a trust's obligations as publicly funded bodies.

The Trust Board must take full responsibility for its financial affairs and stewardship of assets and use resources efficiently to maximise outcomes for pupils.

Although the Board cannot delegate overall responsibility for the academy trust's funds, it must approve a written scheme of delegation of financial powers that maintains robust internal controls. The scheme of delegation will be reviewed annually and immediately when there has been a change in trust management or organisational structure.

The schemes of delegation, which follow, forms part of the Hamstead Hall Academy Trust's Governance Handbook. Detailed financial controls are documented in the Trust's Financial Controls Policy and Procedure which is approved by the Trust Board annually.

The sections below outline the accountabilities of the Trust Board and the responsibilities which have been delegated.

REPORTING

Chief Executive

Provides the correct level of information (determined by trustees) advice and support to the Trust Board to enable them to fulfil their role. The Trust Board will receive a report from the chief executive in advance of each Board meeting that provides such information including progress against Key Performance Indicators (KPIs) for the Trust. The chief finance officer will support the chief executive officer in providing information and reporting to the Trust Board where necessary.

Headteacher

Provides the correct level of information (determined by trustees), advice and support to the local governing body to enable them to meet their role. The local governing body will receive a report from each head teacher that provides such information including progress against Key Performance Indicators (KPI's) for the school. The chief finance officer will support the headteacher's in providing information and reporting to the Governors where necessary.

Key

✓
Governance function and decision making is at this level.

C
To be consulted prior to decision being made.

Approve (A)
Consult (C)
Implement (I)

Accountability: an accountable body is ultimately answerable for the activity or decision.

Responsibility: a responsible body is the one that completes the task. The responsibility can be shared.

GOVERNANCE FUNCTION	MEMBERS	TRUST BOARD OR COMMITTEE	CEO/ ACCOUNTING OFFICER	LOCAL GOVERNING BODY	HEADTEACHER
GOVERNANCE FRAMEWORK : PEOPLE					
Appointment and removal of Members	✓				
Appointment and removal of Trustees	✓	✓			
Appointment of elected parent trustees/parent academy committee (LGB) members		✓		✓	
Appointment and removal of Board & Committee Chairs		✓			
Appointment and removal of other key Board positions e.g Named safeguarding trustee		✓			
Appointment and removal of Academy committee (LGB) Chairs		✓			
Appointment and removal of Academy committee (LGB) members		✓		✓	
Appointment and removal of Governance Professional to board		✓			
Appointment and removal of Governance Professional to academy committees		✓		✓	
GOVERNANCE FRAMEWORK : SYSTEMS & STRUCTURES					
Review and agree Articles of association	✓				
Establish and Annual review of Governance structure for the trust		✓			
Agree annual terms of reference for committees and scheme of delegation		✓			
Agree annual schedule of work for Trust board and board committees		✓		✓	
Complete annual Self-review of trust board and committees		✓			
Complete Annual Self-review of academy committees (LGBs)				✓	
Chair's performance: carry out 360° review periodically		✓			
Annual review of Trustee/academy committee (LGB) member contribution		✓		✓	
Chair's Action: approve		✓			
GOVERNANCE FRAMEWORK					
Publish governance arrangements on trust and academies' websites		C	✓		✓
Annual report on the performance of the trust: submit to members and publish.		✓		C	
Annual self-review/triannual external review of board effectiveness: submit to members		✓		C	
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓			
Registration of Pecuniary Interest	✓	✓		✓	
ESFA required reports and returns submit		✓	✓		
Annual report on the work of academy committee (LGB): submit to trust and publish				✓	
Planning applications reflecting a significant change of use and capital projects above the limit in the financial scheme of delegation		✓			
Sales or purchases of Trust property assets;	✓	✓			
Any decision to bring or defend legal action in a civil case		✓			
Opening of new schools, acquisition of schools or expansion of activities beyond core business		✓			
Response to criminal charges/allegations of criminal activity which have connection with Hamstead Hall Academy Trust		✓			
Formation of a subsidiary		✓			
Receipt of payments in exchange for sponsoring/naming rights		✓			
Any borrowing by the Trust		✓			
Any grant of guarantee or indemnity in respect of a third party's obligations (including obligations of staff)		✓			

GOVERNANCE FUNCTION	MEMBERS	TRUST BOARD OR COMMITTEE	CEO/ ACCOUNTING OFFICER	LOCAL GOVERNING BODY	HEADTEACHER
GOVERNANCE FRAMEWORK: BEING STRATEGIC					
Approve academy level policies			C	✓	C
Management of risk: establish register, review and monitor		✓	C		
Ensure Engagement with stakeholders		✓	✓	✓	✓
Determine and approve trust's vision, strategy and key priorities: approve		✓	C	C	
Determine and approve academies' vision, strategy and key priorities			✓	C	
Appointment and dismissal of Chief Executive Officer		✓			
Appointment and dismissal of accounting officer		✓			
Appointment and dismissal of Head Teacher			✓		
Agree Budget plan to support delivery of trust key priorities		✓	C		
Agree Budget plan to support delivery of academies' key priorities			✓		C
Agree Trust's staffing structure		✓	C		
Agree Academies' staffing structure			✓		C
GOVERNANCE FRAMEWORK: ADMISSIONS					
Admissions policy and any changes		✓		C	C
Admissions monitoring			✓	✓	✓
Arrangements for admission appeals					C
GOVERNANCE FRAMEWORK: OFSTED					
Representing the Trust during Ofsted inspections		✓	✓	✓	✓
Agree action plan following Ofsted's visit		✓	✓	✓	✓
Responsible for ensuring that parents are informed of any Ofsted inspection				C	✓
Responsible for stake holder engagement – community, parent feedback etc.		✓	C	✓	C
GOVERNANCE FRAMEWORK: HOLDING TO ACCOUNT					
Ensuring compliance (e.g., safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C		
Monitoring progress on key priorities: agree reporting arrangements		✓	C		
Performance management of the Chief Executive Officer		✓			
Performance management of Head teacher			✓	C	
GOVERNANCE FRAMEWORK: COMPLAINTS					
Complaints policy		✓	C	C	
Complaint handling			C	C	✓
Reporting complaints		C	✓	C	✓
GOVERNANCE FRAMEWORK: EXCLUSIONS					
Accountable for setting the expectations for student behaviour and welfare through the strategic vision including attendance and behaviour		✓	C	C	C
Accountable for the ratification of any permanent exclusions in the Trust		✓	C	C	C
The ultimate body of appeal for any exclusions		✓			
Responsible for setting the expectations for student behaviour in the academy				✓	C
Accountable for determining and monitoring the relevant behaviour and discipline policies for the academy				✓	C
Accountable for monitoring attendance figures and those relating to student welfare, including bullying			C	✓	C
Accountable for any fixed term exclusions				✓	
Responsible for recommending any permanent exclusions to the Trust Board				✓	

GOVERNANCE FUNCTION	MEMBERS	TRUST BOARD OR COMMITTEE	CEO/ ACCOUNTING OFFICER	LOCAL GOVERNING BODY	HEADTEACHER
GOVERNANCE FRAMEWORK: FINANCIAL OVERSIGHT					
Appointment of internal auditors		✓			
Appointment of accounting officer		✓			
Appointment of chief financial officer		✓	C		
Establish, monitor and review Trust's scheme of financial delegation		✓	C		
Receive and respond to External auditors' report		✓			
Agree CEO pay award		✓			
Agree Headteachers' pay award		✓			
Staff appraisal procedure and pay progression: review and agree		✓			
Benchmarking and trust wide value for money: ensure robustness			✓		
Compliance with ESFA financial requirements		✓	✓		
Approval of Annual Budget		✓			
Monitoring budget and forecasts: agree reporting		✓	C		
Approval of financial policies		✓			
Receipt and review of management accounts		✓			
Ensure appropriate insurance arrangements are in place		✓	✓		
Governing bodies role in relation to the pupil premium		✓	C		
Deciding how pupil premium is spent			C	C	✓
Pupil premium strategy statement : write, agree & publish			C	C	✓
Monitoring impact on pupil premium spending			C	C	✓
Being accountable for pupil premium spending		✓	✓		✓
Minimising the impact of COVID-19: reviewing strategy & recovery premium			✓	C	✓
GOVERNANCE FRAMEWORK: HEALTH AND SAFETY					
Health and Safety Policy		A	I		I
Critical incident plan		A	I		I
RIDDOR reporting		I	I		A
Premises Management & security requirements		A	I		I
Statutory training		I	I	I	I
Statutory compliance testing & audits		A	I		I
Fire risk assessments		A	I		I
Asbestos risk assessments		A	I		I
General Risk Assessments			AI		AI
Estates strategy		A	I	C	C
Planned maintenance schedule			AI		C
Health and Safety committee terms of reference		A	I		I
Health and Safety audits		A	I		
School trips			AI	C	AI
Health and Safety general monitoring and action plans			AI		AI
Environmental Policy		A	I		I

GOVERNANCE FUNCTION	MEMBERS	TRUST BOARD OR COMMITTEE	CEO/ ACCOUNTING OFFICER	LOCAL GOVERNING BODY	HEADTEACHER
GOVERNANCE FRAMEWORK: HUMAN RESOURCES					
Annual staffing structure		A	I		C
Academy staffing budget		A	I		I
Addition to staff structure – within budget			A		
Addition to staff structure – outside budget		A	I		
Addition to staff structure – fully funded from external grant		I	A		I
Executive team job descriptions		A	I		
Job evaluation policy & procedures		A	I		I
Variation of employment terms & conditions		A	I		
Chief Executive performance management		AI			
Executive team performance management			AI		
Staff performance management		A	I		I
Recruit, appoint staff & senior leaders		A	I		I
All employment checks		A	I		I
Signing of employment contract, offer letter.			I		
Pay policy, including pay ranges, TLR's etc.		A	I		I
Pay Awards		A	I		
Restructures		A	I		
Redundancy / severance		A	I		
GOVERNANCE FRAMEWORK: GDPR					
GDPR/Data Protection policies		A	I		C
Write DPIA's			AI		C
Write Privacy notices			I		I
Approve privacy notices		A	I		I
GDPR training		I	I	I	I
Appointment of Data Protection Officer (DPO)		A			
Reporting GDPR compliance & breaches		A	I		C
CCTV policy		A	I		C
Data Retention Policy		A	I		
Acceptable Use Policy		A	I		
Electronic Info and Communications Policy		A	I		
Freedom of Information Policy		A	I		
Social Media Policy		A	I		C
Subject Access Request Policy		A	I		
Bring your Own Device Policy		A	I		
Data Sharing Agreement		A	I		
Data Breach Policy & Procedure		A	I		I
Data Breach Register			I		I
GOVERNANCE FRAMEWORK: WEBSITE AUDITS					
Audit of all trust websites		A	I		I
Implementation of website audit recommendations			I		I

