



Handbook

for Hub Council members



The Aspire Academy Trust

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1. Introduction

This handbook sets out advice, guidance and information for all Aspire Academy Hub Councils. It outlines the structure of Aspire and the purpose and role of the Hub Councils and Local Academy Support Groups (LASG) in Aspire Academies.

This handbook will provide guidance and advice for Hub Councillors on best practice and being part of an effective Hub Council. It also includes a section on roles and responsibilities of a Hub Councillor, and how each academy might like to set up support groups of parents, staff, pupils and community/business leaders. We hope you find the handbook a useful reference tool.

If you have any queries/feedback please email Aspire Company Secretary
lorna.rabey@aspireacademytrust.org

2. Background

The Aspire Academy Trust is a Multi Academy Trust, an educational charity, comprising of a group of primary Academies in Cornwall. We have joined together in a unique and exciting partnership that will ensure better provision, richer resources, and higher standards for all our pupils. The academies in the Trust are governed by Aspire Academy Trust Board.

3. The Value and Ethos of Aspire Academy Trust

Aspire's approach is underpinned by a sense of moral purpose and commitment to doing what is right for children, by supporting colleagues to achieve excellence and acting with integrity in all dealings within and beyond the organisation, in the interests of children.

The ethos of Aspire is "Working together, Inspiring excellence". Aspire academies are committed to developing their own distinctive strengths and identity whilst sharing Aspire's core values and ethos. The goal of the Trust is for each academy not just to be or become outstanding but sustain it always.

Aspire Academy Core Values

Aspirations - to achieve the best for ourselves and others, to imagine possibilities and make them real.

Spirit - courage of our convictions, energy, and determination.

Passion - enthusiastic and committed to seek opportunity, find what is good and pursue talents and interests.

Integrity – honest with ourselves and others in all that we do.

Resilience - to overcome obstacles and reach success.

Excellence – to achieve outstanding pupil outcomes within a world class educational trust.

Our values are reflective of our mission to put the children we serve at the heart of all we do.

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4. Essential Characteristics of an effective Hub Council

Whether within the Hub Council or Trust Board, Aspire has a clear and shared understanding of what constitutes good and effective governance. Academies have outstanding governance when members of the Hub Council:

- talk about teaching and learning, monitor outcomes of actions and improvement planning.
- know a lot about the academy and its community
- consistently communicate high expectations and are ambitious
- monitor and evaluate the academy's performance
- systematically challenge senior leaders to consolidate strengths and improve areas for development
- determinedly put safeguarding and well being at the heart of all they do
- ask questions which are demanding, that induce reflection and actions
- actively self-evaluate their own performance

5. Aspire Trust Board

The Aspire Trust Board has responsibility for protecting the interests and assets of each academy as well as ensuring the ethos and values of the Trust are maintained. The Trust Board is responsible for the Aspire strategy, management and governance of the Trust together with the financial, safety, and educational performance of the academies within it. The Trust Board are accountable for all statutory functions.

In addition to the Trust Board there is a Finance Committee

6. Aspire Hub Councils

The Aspire Hub model is 3, occasionally 4, academies working together within an annual academy improvement programme designed to raise standards and get all Aspire academies to outstanding, with a single shared Hub Council. The Hub Councils have been designed and created to focus primarily on academic standards, pupil progress, outcomes and the monitoring and scrutiny of academy performance.

The Hub Council is responsible for certain decisions across a triad of Academies, with close links to the Senior Leadership Team and the Trust Board. The Terms of Reference for Aspire Hub Councils can be found at Appendix 1.

The constitution of Hub Councils is set out in the Aspire Academy Trust Articles of Associations. It is important to note that Hub Council Members, although not themselves Trustees of Aspire, act at the local level on behalf of the Trust Board with delegated responsibilities. Two of the Chairs of the Hub Council will sit on the Academy Trust Board as Trustees. Should either not be able to attend a Board meeting, another Chair can attend in their place. The Trust Board has delegated areas of responsibility to the Hub Councils and has complete discretion regarding the scope of delegated responsibilities. Each academy has varying degrees of capability and capacity to deliver locally in terms of staffing, budget and buildings etc. The CEO will advise the Board on any variations in terms of delegated responsibilities to Hubs.



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The Board remains legally responsible and accountable for the statutory functions however, and will work with the CEO, Academy Improvement Group, Aspire senior leaders, and Hub Councils to assess the progress of each academy and ensure they are satisfied Hub Councils can perform the responsibilities delegated to them.

The Trust Board maintains a direct link to each Hub Council through designated Hub Council Chairs. The Hub Council are able to raise issues they think need to be escalated to the Trust Board through this direct consultation. Contact details for the Hub Council Chair assigned to maintain the link with Hub Councils can be found on page 27.

The details of what has been delegated from the trustees to Hub Council Members are detailed in the Aspire scheme of delegation. The scheme of delegation can be found in Appendix 2.

7. The Role of the Hub Council

The role of the Hub Council is to ensure pupils receive their full entitlement, are safe, and enjoy academy life to the maximum. It is a strategic and monitoring role, responsible for promoting high standards and educational achievement. It must ask questions appropriately, to challenge the Hub leaders and staff, and others. Every Aspire academy is accountable to the Trust Board, and the Hub Council should ensure that the academies within it meet the standards required.

Working in partnership with the Headteacher, Principal, the senior leadership team and senior executives from Aspire, the Hub Council sets the strategic improvement plan for the Hub academies and agrees the academies development/improvement strategy, monitoring standards, setting and reviewing targets, ensuring budgets are allocated effectively and that staff structures are adequate for the school.

The Hub Council monitors the performance and progress of the academies against the plan and targets, responds to school inspections, ensures the involvement of parents through appropriate consultation and dissemination of information, and also promotes the academy within the local community. The Hub Council also ensures that the values of the school and the ethos and core values of Aspire are upheld and are sufficiently reflected in the academy's long term development plans; builds strategies around continuous improvement and raising standards for all pupils; takes a strategic overview of staffing structures and development of staff; ensures best value is being achieved; and, in partnership with the Aspire Finance Department, that the academy has robust procurement and financial systems.

The Hub Council will have an overview of the curriculum and the extra-curricular provision ensuring it meets the needs of all pupils; and will have designated Hub Councillors to oversee safeguarding, whistleblowing and special educational needs.

The Hub Council will have a clear commitment to challenge effectively where necessary.

The Hub Council will meet 3 times per year as well as attending at least one home academy Hub monitoring visit. Hub Councils will also address local, academy level, parental issues, that need to be considered by setting up an independent appeal committee where necessary.

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Local Academy Support Groups (LASG) will be formed, bespoke to the needs and defined by each academy, to ensure parents/careers and communities are well represented. This promotes community cohesion and maintains good working relationship with key community leaders.

8. The Role of Hub Councillor

An Aspire Hub Councillor will have a wholehearted commitment to improving learning opportunities for children and to the values and ethos of the Trust. The most important focus for a Hub Councillor is the needs of children, their safety and education. Hub Councillors, through taking an active role in the Aspire Academy Improvement Programme, will have detailed knowledge of their academy. This will enable them to fulfil the role and provide insightful, informed challenge and strategic support on leadership, pupil standards, and well-being.

Hub Councillors should have a clear understanding of governance. The Hub Council plays an active part setting strategic direction, ensuring accountability, and monitoring and evaluating the performance of the Hub academies. They will hold the Academy Leaders and the leadership team to account on progress towards learning targets.

The Hub Council has a clear role in that it provides advice, support, challenge and guidance to the Headteacher and to the academy, and it also maintains a responsibility to carry out its duties as delegated by the Trust Board. The Hub Council will also address issues such as specific local level parental complaints, staff appointments, and finance. The Aspire Board has overarching responsibility for compliance, budgets, health, safety, staffing and standards.

Each Council member is there to represent their Academy's pupils, but also to take a greater responsibility at times for all the pupils in Aspire. Their aim is to also work, when occasion allows, with other Academy Leaders and fellow Hub Council members throughout Aspire to identify strengths, weaknesses and best practice. They have a responsibility on occasion, to help suggest where Aspire resources might be better allocated, to where they are most needed, and work towards the goals as agreed and laid out in their Academy Improvement Plan as agreed.

The Academy Leader, with his/her academy leadership teams, takes an active share and role in running the Aspire Academy Improvement Programme on behalf of Aspire. A key responsibility is to ensure channels of communication are maintained, from community level, Hub level, through to Board level.

9. The Role of the Chair of the Hub Council

In addition to the above, two of the Chairs of the Hub Council represents the Hub triad and contributes to governance within Aspire as a Trustee of the Trust Board. The Chair of the Hub Council is responsible for the oversight of all the work of the Hub Council. They will ensure Hub action plans are implemented, completed, and the impact on pupil outcomes and standards are assessed.

The Chair will ensure Hub Council meetings are run efficiently and effectively in partnership with the Clerk. The Chair will report to the Board on behalf of the Hub when requested and hold to account academy leaders on the progress and achievements of their academies.

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10. What makes an effective Hub Council

- An effective Hub Council works as a team, knows its academy, works well with the headteacher, has good support from the Hub Council clerk, and is clear about its responsibilities.
- An effective Hub Council arranges for Hub Councillors, in agreement with the headteacher, to visit the academy, talk to staff and to pupils, and to be involved in academy events.
- An effective Hub Council biannually reviews both its own effectiveness and the effectiveness of its Chair. There should be a transparent relationship between all Hub Council members, including between the Chair and the rest of the Hub Council, which allows for constructive challenge and feedback in a respectful manner. It is important for formal reviews to take place so there is a clear construct to guide these internal self-evaluations.
- A good Hub Council effectively challenges the academies senior leadership team, working with them to find solutions and ways to improve.
- An effective Hub Council understands which issues are priorities.
- An effective Hub Council will arrange high quality ongoing development and training opportunities for Hub Council Members, including regular training for those Hub Council Members with specific roles such as safeguarding.
- A knowledgeable Hub Council is able to meet with Ofsted inspection teams and talk with confidence and passion about their academy, how safe a place it is, and how the children are doing.

11. The Local Academy Support Groups (LASGs)

Academies need to be inclusive, welcoming, and open to ideas and different opinions. They need to have a variety of mechanisms available to help them listen and respond to families, and the wider community voice.

There has to be a communication channel from parents, to the academy leadership teams, to the Hub Councils and onto the Aspire Board if necessary. The LASG can be a critical part of this and it is the academies duty to ensure the parent/community voice is heard.

LASGs are also there to help academies with whatever they need to provide all pupils with outstanding learning, exciting and diverse extracurricular activities, and expert help to improve opportunities wherever it is needed most.

These groups meet as often as required, and can contain within them anyone who wants to help, staff, parents, children, members of the community, and business people. How they are administered and led is a local decision. The primary focus for the group is also entirely a local decision and can change as needs demand, for example the academy needs additional expert help on a financial or building issue one year, a resource issue the next. In the meanwhile the group could be providing ongoing support with reading, extracurricular activities, clubs, trips, advice etc.

The commitment level is a matter of personal choice. There is no term of office nor official or onerous regulatory framework to serve. It is entirely voluntary, bespoke to the needs of the academy, linked to the skill sets and enthusiasm of the members of the academy community, and



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free ranging. For more targeted support academies that use the toolkit below will be able to easily identify and invite additional volunteers.

LASG Toolkit for academies

Identify and record the names of potential LASG members, detail their skill sets and interests through creating a database/pool of potential volunteers, via a survey that:

- Informs parents about the remit and scope of a LASG
- asks them to consider adding their names to the volunteer pool
- emphasises the voluntary nature of the role, its importance, and beneficial impact on the academy
- asks them to record their skill sets and/or interests
- asks them to indicate their availability

Set a frame of reference for the Group that matches the academy profile e.g. a small rural academy might have different expectations of a LASG and ways to run it, than a large, urban academy.

Call an initial meeting that introduces the idea of a local support group, identifies those interested in taking part and running it, defines the tasks, establishes lines of communications, and decides the priorities for the year.



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Appendix 1. Aspire Hub Council Terms of Reference

For full details please see Aspire Academy Trust Association of Association, 2015, (Articles 53-56d and 100-106) Company No: 07387540

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1. Constitution and Authority

The constitution of the Aspire Hub Council is set out in the Aspire Academy Trust Articles of Associations. The Hub Council act as committees of the Trust Board. Hub Council members act at local level on behalf of the Trust Board with delegated responsibilities. Hub Councils are accountable to the Trust Board.

1.1 Purpose and Scope

The purpose of the Hub Council is to provide support and challenge to the Hub academies on behalf of the Trust Board. It does this through asking questions, providing strategic direction at a local level, promoting high standards and educational achievement. The academies, through the Hub Council, are accountable to the Trust Board. The Board has delegated the powers necessary to oversee the day-to-day management and conduct of the appropriate academy to each Hub Council.

Every Aspire academy is accountable to the Trust Board, and a Hub Council should ensure the academies within it meet the requirements of the Trust Board by:-

- communicating and working in conjunction with the Board;
- overseeing the implementation of the policies which are provided by the Trust within the relevant academy/s;
- reporting to the Board as required in relation to the activities, management and performance of the relevant academy/s; and
- acting as a link between the parents and staff of the relevant academy and the Board;
- undertaking training as provided and be conversant with data presented.

1.2 Membership

Membership of each Hub Council shall comprise:-

- The Lead Practitioner
- The Chair
- 1-2 Hub Council representatives from each academy within the Hub

Membership of the Hub Council will typically include people local to the academy and its community whose skills, experience and commitment contribute to the effectiveness of the Hub Council. In academies, this would normally include parent representation. Aspire MAT Article 53 states that Aspire Hub Council's must include at least two Parent Members, but does not state there must be two at EACH Hub Council.

The Headteacher from each Hub academy is not a member of the Hub Council, they do not need to attend Hub Council meetings but may choose to attend part of the meeting if pertinent to their home academy.

2. Appointment of Hub Council Chairs and Councillors

2.1 Appointment of the Hub Council Chair

The appointment of the Hub Council Chair is led by the Hub Council. However, where a Hub Council has not demonstrated the required levels of leadership the Trust reserves the right to elect its own

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Chair of the Hub Council. Hub Councils are encouraged to plan the succession of their Chair well in advance so that there is sufficient time for the potential Chair, particularly if coming from outside the Hub Council, to get to know the Hub Council and the academies within that Hub. In coming to a decision it is recommended Hub Council members consider the key skills and attributes required and use a skills-based criteria to appoint an individual who can effectively discharge the responsibilities associated with the role. Two Hub Council Chairs will be Trustees on the Trust Board, 2 will deputise in their absence.

2.2 Appointment of Hub Council Members

The Trust Board has delegated responsibility for the appointment of Hub Council members to the Hub Council. The Hub Council Chair and Lead Practitioner will guide the appointment process to ensure an appropriate balance of skills and effectiveness to ensure stability of governance.

Although the process for recruitment and appointment is determined by the Hub Council Chair, it must be transparent and inclusive. Personal recommendations and references are important to the process, and a DBS check must be carried out. It is the responsibility of the Chair to ensure that DBS checks are completed for all Hub Council members. Each academy's local support groups must be used to identify, and coach where appropriate, potential new Hub Councillors to replace seamlessly those who leave.

During the recruitment process the Hub Council Chair and its members should consider the key skills and attributes required to effectively contribute to the operation of the Hub Council. Based on its own self-review, the Hub Council should also consider potential gaps in their own skill-set. The recruitment panel should then use these skills-based criteria to appoint individuals who can effectively discharge the responsibilities of a Hub Council member, and who possess specific skills and experience not reflected in its existing membership.

2.3 Term of Office

Hub Council members may serve for a period of three years, and thereafter renewable on an annual basis for up to a maximum of six years.

2.4 Termination of Membership

A member of a Hub Council shall cease to hold office if:

- resigns by written notice to the Company Secretary;
- is absent from three consecutive meetings of a Hub Council without good reason and the Hub Council resolves (by a 75% majority of those present and voting) that he/she should be removed;
- he/she is the Lead Practitioner of the relevant Hub and ceases to hold office as such

3. Expectations of Hub Councillors

3.1 Key characteristics

Hub Council members should, at all times, ensure that they maintain the following standards as a minimum:

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Engagement - take an active role in their duties as a Hub Councillor, which includes attending at least one home academy monitoring visits per academic year.

Confidentiality - accept and maintain the highest levels of confidentiality at all times, understanding that a Hub Council cannot be effective if there is a question about confidentiality .

Attendance - attend all Hub Council meetings, being adequately prepared for the meetings.

Contribution - bring to the Hub Council skills, experience and community knowledge and make use of them to enrich the work of the Hub Council and the academies within the Hub.

Reporting - provide brief written reports as required, providing the reports in good time to give the person responsible for the administration of the meeting adequate time to collate and distribute all reports.

3.2 Attendance

Hub Council members are expected to attend 3 Hub Council meetings per year and at least one home academy monitoring visit. Hub Council members who miss more than two consecutive meetings may be asked to reconsider their membership of the Hub Council. If the Chair of a Hub Council is absent from, or unwilling to take the Chair at any meeting then the members shall, before any other business is transacted, choose one of the members (provided it is not the lead practitioner) who is present to preside at the meeting.

4. The Hub Council in operation

4.1 Frequency and Preparation

Hub Councils must meet at least once per term, the meetings will always follow and serve the Academy Improvement programme and the Aspire Board timetable e.g. autumn term meeting to follow after first monitoring visit completed, agree targets and improvement planning, to be presented to the Trust Board. The Chair runs Council meetings in partnership with the Clerk and the Senior Leaders. Agendas and papers should be circulated at least seven days in advance of the meeting. It is an expectation that all Hub Council members will familiarise themselves with the agenda and papers before the meeting is held.

4.2 Responsibilities

The Hub Council works in partnership with the lead practitioner, headteacher and the Aspire senior leadership team to:

- Uphold the values of the Hub academies and the ethos and core values of Aspire;
- Set the Hub improvement plan;
- Monitor the performance and progress of the Hub, agreeing strategies to achieve continuous improvement, raising standards for all pupils;
- Ensure budgets are allocated effectively reflecting the priorities as set out in the Academy Improvement Plans and the Trust's Strategic Plan;
- Set key targets.

4.3 Specific Duties

- Understand and approve Hub Improvement Plans.
- Receive progress report on Hub/Academy Improvement Plan.

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- Monitors strategies for continuous improvement and implementation of short, medium and long-term Hub/Academy Improvement Plans developed by the headteacher and senior leadership team.
- Ensures that the vision and values of Aspire and the Hub/academy are upheld in the improvement plans.
- Responds to academy inspections; Hub Council members should make themselves available to meet with inspectors.
- Promotes the academy within the local community and the involvement of parents in the life of the academy.
- Has an overview of the curriculum and the extra-curricular provision, ensuring it meets the needs and adequately provides for all pupils.
- Has a designated Hub Council member to oversee safeguarding who will make contact with Sally Olford (Trust Safeguarding Lead) at least once per term, with a formal meeting of all members charged with this responsibility once per year, to ensure each academy's safety systems are in place, monitored, and up to date.
- Reviews local academy policies, procedures and processes.
- Provides support to the headteacher and the academy during disciplinary, capability and grievance procedures for staff, or during exclusion procedures for children. This may involve sitting on the panels during initial hearings and appeals where necessary.
- Communicate regularly and work very closely with the other Hub Chairs.
- Conducts an bi-annual self-evaluation of Hub Council effectiveness.

4.4 Decision Making

Matters arising at a meeting of a Hub Council are to be decided by a simple majority of votes and each member is to have one vote.

4.5 Quorum

A quorum is a minimum of 70%.

4.6 Reporting

The minutes of all Hub Council meetings must be formally recorded and signed as an accurate record by the member who chaired the meeting. The minutes of all Hub Council meetings may be requested by Ofsted, the minutes form part of the evidence that inspection teams will use to judge the quality and cohesion of governance at local level and through to the Trust Board. The Chair of the Hub Council will regularly report back to the Aspire MAT Board.

4.7 Review

The Hub Council is responsible for reviewing its own membership and activities at least on an bi-annual basis. This will be supported by the Trust Company Secretary.

5. Insurance

Aspire Academy Trust indemnifies the Hub Council, the Chair of Hub Councillors and Hub Councillors themselves against any claim (including reasonable legal costs) that may arise in carrying out the duties of the Hub Council unless the Hub Council or any of its members have acted unlawfully or negligently. Aspire Academy Trust maintains hub councillor liability insurance up to a £10,000,000.



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6. The Inspection Process

Quality of governance forms part of the Ofsted Inspection Framework. Ofsted will evaluate the quality of leadership in, and management of, the academy. The inspection examines the impact of all leaders, including those responsible for governance, and evaluates how efficiently and effectively the academy is managed. In particular, inspections focus on how effectively leadership and management at all levels promote improved teaching, as judged within the context of the academy, and enable all pupils to overcome specific barriers to learning, for example through the effective use of the pupil premium funding.

The role and responsibility of the Hub Council is to understand the inspection framework relevant to their academies triad and to monitor the academy's response to recommendations from the last inspection.

During an inspection, Hub Councillors should ensure that they are available to meet with inspectors. Ofsted inspectors typically like to meet with the Hub Council Chair, although all Hub Councillors should be aware of inspections and be available for meetings. Hub Councillors can expect to be asked about the academy, the quality of education and care, and the academy's leadership. Hub Councils should also be able to demonstrate the methods used to seek the views of parents and how those views have influenced their decision making. The inspectors will evaluate the effectiveness of the Hub Council and how well they support and challenge the academy.

7. Confidentiality and Data Protection

By signing this document you agree to act in conformity with the Trust's confidentiality and data protection standards and to adhere to the Terms of Reference of the Hub Council and Aspire Academy Trust Articles of Association.

Signed..... Date.....

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Appendix 2. Model Agenda

Autumn 2015 agenda

9am – 2pm

1. Apologies	1	Clerk
2. Declaration of Interest	1	Clerk
3. Approval of Previous Minutes	5	Clerk
4. Matters arising	5	Chair
5. Safeguarding issues	20	Chair
6. Academy 1 update on AIP visit/priorities	20	Lead Practitioner
Academy 2 update on AIP visit/priorities	20	Lead Practitioner
Academy 3 update on AIP visit/priorities	20	Lead Practitioner
7. Issues arising (standards)	30	Chair
8. Progress towards targets (Hub and Aspire)	30	Lead Practitioner
9. Behaviour, attendance, H and S	30	Hub Council members
10. Other matters arising from AIG visits (e.g. staffing, HR, school dinners, Trust etc.)	30	Chair
11. Aspire Board update	10	Chair
12. Summary: actions, responsibilities, and timelines as a result of the meeting.	30	Chair

2pm – 3pm

Clerk compiles action matrix 60

Follow-up:

- Chair presents minutes and reports to full Board on pupil, cohort, academy, and Hub progress towards targets.
- Lead Head teacher meets with Aspire Improvement Group to update on progress and to present key issues and challenges for their Hub.
- Hub members and Head teachers follow through with agreed additional actions e.g. lesson observations, work scrutiny and interventions in time for Spring meeting.
- Aspire Trust carries out additional actions as requested by Chair (e.g. additional financial reports, building and maintenance reports, safeguarding training etc.).

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Appendix 3. Scheme of Delegation (Draft)

The aims of this scheme:

- To clarify the financial and decision making responsibilities and powers retained by and delegated from the Trust Board to all Aspire academies, key staff and Hub Councils, linked to educational improvement planning and pupil outcomes, commensurate with their proven capacity, experience, and skillsets.
- To provide a governance structure to achieve the Trust's aim of outstanding outcomes for all pupils, by creating capacity for Aspire's academy leaders to focus 100% on their pupils and their educational outcomes.
- To empower Hub Council members to work with their 'home' academy senior leadership team to provide robust scrutiny of critical educational improvement strategies, and the linked financial planning and identification of resources and improvement priorities.
- To ensure the decision making for the allocation of funding for additional support for educational improvement projects in individual academies, Hubs, or the across the Trust has been delegated to the CEO and the Academy Improvement Group (AIG) following advice and recommendations from the Hub Lead Head Teachers.
- To ensure vulnerable academies (defined as: all sponsored and certain supported grade 4 and 3 academies) and those with Heads of School or Teaching and Learning roles rather than Head Teacher, will have additional monitoring and scrutiny tasks delegated from the Trust through an Executive Principal. These additional tasks for the Executive Principal will include decision making powers and oversight of improvement planning and the commensurate financial planning, allocation of budgets, purchasing resources, staff appointments, health & safety, and safeguarding.
- To protect Directors and Hub Councillors and to ensure adequate financial operational controls are in place as per the 'Academies Financial Handbook'
<https://www.gov.uk/government/publications/academies-financial-handbook-2015>
- To ensure stability and continuity when key persons are replaced or leave.
- To clarify the arrangements for the day to day management, monitoring and delivery of all Trust policies as identified in this framework, mainly to the CEO and Trust Finance Director
- To ensure the scheme of delegation is reviewed annually or on the appointment of a new CEO or key staff
- To clarify that although decisions are delegated, the Trust Board remain legally responsible for any decision made under delegation

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Delegated Responsibility to: _____ Daily management of/ Consultation with: _____

TB	FC	HC	AIG	CEO	EP	FD
Trust Board	Finance Committee (plus audit)	Hub Council	Academy Improvement Group	Chief Executive Officer	Executive Principal	Finance Director

Key Function	Task/ Area of Responsibility	TB	FC	HC	AIG	CEO	EP	FD
Governance - Structure	To produce governing documents and maintain amendments thereafter – ToR, SoD, Articles, Memorandum, Funding Agreements	■						
	To propose, consult and approve any Trust governance structural changes	■						
	To construct the scheme of delegation and to exercise this delegation to individuals, academies and committees to ensure responsibility for all key functions are performed and communicated appropriately	■						
	To regulate Hub Council procedures to ensure the fulfilment of delegated duties given from the Board	■						
Governance - Appointment and Removal of	Chair and Vice Chair – Trust	■						
	Trust Board Trustees	■						
	Chair of Finance		■					
	Hub Council Chairs (and Vice Chair)			■				
	Hub Councillors			■				
	Chair of AIG				■	■	■	
	Company Secretary	■						
	Clerk - full Board	■						
Clerk - Hub Councils	■		■					
Governance - Other	To approve the Trust’s aims and development plan and then review progress of	■			■	■		
	To audit, determine and deliver a training and development framework for Directors and Hub Councillors, to include data, challenging performance, progress rates, achievement, PP, SEN, vulnerable and able pupils	■		■				
	To maintain a register of Business Interests for Directors, Hub Councillors, ALT and those in positions of influence	■						

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	To approve and maintain a Director Expenses scheme							
	To discharge duties in respect of pupils with special needs by appointing a “responsible person”							
	To determine and approve both mandatory and Trust specific policies and to publish accordingly							
	To produce an appeals policy and procedure for academies and staff from within the Trust							
	To ensure the Trust is appropriately insured							
	To ensure whistleblowing policies and procedures are created, communicated and followed							
	To develop, approve and monitor a strategic Trust risk register and management plan							
Key Function	Task/ Area of Responsibility	TB	FC	HC	AIG	CEO	EP	FD
Governance – Other ctd	To consider and approve requests from other schools and academies to join the Trust							
	To consider requests from academies within Aspire to leave the Trust							
	To publish proposals to change/ discontinue the status/category of a school/academy/ Trust							
	To set the times of school sessions, term dates and holidays							
Trust Shared Services	To determine the scope of mandatory services to be delivered by the Trust to its member academies							
	To identify additional services to be procured on behalf of individual Trust academies							
	To ensure centrally procured services provide value for money							
Budgets, Financial Management and Allocation of Resources	To determine the level of funding contributed from each Aspire academy to fund Trust shared services							
	To formally approve the annual Trust budget plan for the forthcoming financial year							
	To ratify the annual Trust budget plan, to include Trust services, AIG and individual academy budgets, to ensure compliance and links to improvement plans							

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	Consider audit and RO reports							
	To approve the Trust annual accounts and audit report							
	To monitor monthly Trust expenditure and financial reports							
	To monitor monthly academy expenditure and financial reports							
	To approve virements, additional budget allocations and unbudgeted use of reserves and other misc. financial decisions mid-year							
	To approve the Trust finance policy, financial regulations and financial decision levels and limits.							
	To allocate resources and contingency/targeted funding for identified educational need, to include the sharing and use of resources in hubs and the Trust							
	To establish a charging and remissions policy							
	Approve banking arrangements and investments							
	Appointment of the Accounting Officer							
	Appointment of Auditors							
Staffing: Recruitment, Dismissal, Suspension, Performance Management, Salary Review for:	CEO							
	Deputy CEO							
	ALT - Executive Principals							
	Head of School/ Learning							
	Teaching Staff							
	Educational Support and other academy staff							
	Central MAT staff							
	Determining staff complement and staffing structure within budget and policies							
Key Function	Task/ Area of Responsibility	TB	FC	HC	AIG	CEO	EP	FD
Staffing: Other	Implement pay policy and determine pay ranges, values and TLR values							
	Approve payroll arrangements and pension policies							
	Approve staff policies relating to HR, performance, disciplinary/ capability procedures, redundancy and staff absence policies							

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	Determining dismissal payments/ early retirement/ settlement agreements - CEO							
	Determining dismissal payments/ early retirement/ settlement agreements – Other Staff							
	Establish and review an annual performance management policy							
Staff Health and Well Being	To produce a Trust staff health and well-being policy and procedures							
	To ensure procedures are followed in all academies and each has a trained well-being champion							
Curriculum – Policy, Behaviour and Exclusions	To approve and review the Trust’s curricular aims and development plan							
	To establish and approve a Trust curriculum policy(s)							
	Approve the Trust SEN policy							
	Approve a discipline/behaviour management policy							
	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to Chair/Vice Chair in cases of urgency)							
	To reinstate excluded pupils							
	To implement all curriculum policies							
Curriculum - General	To review, analyse and agree academy improvement plans and annual targets, with links to both educational and financial planning							
	To review, analyse and agree hub improvement plans and annual targets, with links to both educational and financial planning							
	To scrutinise and approve hub and academy improvement plans and annual targets							
	To attend and report on monitoring visits and progress towards targets, plus celebrative successes to the Board							
	Accountability for teaching standards and pupil outcomes and targets – across the Trust							

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	Accountability for teaching standards and pupil outcomes and targets – individual academies							
Curriculum - Specific	Sex education – to establish and keep up to date a written policy							
	Religious Education - Responsibility for ensuring provision of RE in line with school's basic curriculum and/or a locally agreed syllabus and according to Trust deed/ specified denomination in VA schools with religious character (Foundation and VC schools of religious character at request of parents)							
	Collective Worship – To establish and agree arrangements for collective worship in both schools with and without religious character (after consulting head and GB)							
Key Function	Task/ Area of Responsibility	TB	FC	HC	AIG	CEO	EP	FD
Curriculum – Specific ctd	Extended Services – To decide on and implement additional academy activities and to ensure delivery of							
	Nursery/ Pre Schools – To decide and implement the offer of a pre-school or nursery unit attached to the academy (other than a maintained nursery)							
Admissions	To establish and agree an admissions policy and admission arrangements							
	Application decisions							
	To appeal against LA directions to admit pupil(s)							
Safeguarding - General	To establish and agree a safeguarding policy							
	To be informed of serious safeguarding issues							
	To make decisions and take appropriate action on safeguarding issues							
	To implement safeguarding policy and procedures							
	Security and privacy of data							
Safeguarding - Recruitment	Ensuring the academy operates safe recruitment procedures and pre-employment staffing checks							
IT	Approval of IT and e-Safety policies							
Premises – Policies	Approve all premises related policies							
Premises - Insurance	Procurement of buildings and personal liability insurance							

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Premises - Strategy	Approval of academy buildings capital strategy							
	Procuring and maintaining buildings, including developing properly funded maintenance plan(s)							
Premises - Health & Safety	Approve a health and safety policy							
	To ensure that health and safety regulations are adhered to							
Premises – Other	To approve catering arrangements in all Aspire academies, ensuring nutritional standards are met							
	To ensure provision of free school meals to those pupils meeting the criteria							
Parental and Stakeholder Engagement	To represent the parent and community voice and ensuring their voice is heard at academy, hub and board level							
	To act on and address any parental concerns and appeals on local issues							
	To prepare and publish the academy prospectus							
	Maintenance and compliance of academy websites							
	To prepare and publish the academy Trust prospectus and press releases							
	Maintenance and compliance of the Trust website and communication channels and methods							
	Adoption and review of home-school agreements							

Draft document, to be ratified by Aspire Trust Board: date tbc

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Appendix 4. Hub Council Self Review

The Hub Council, led by the Chair, should undertake a self-review of its own performance and effectiveness bi-annually, and the review should cover, as a minimum, the following points.

How well does the Hub Council operate?

- How could the Hub Council improve the way meetings are run? Are decisions, actions and outcomes clearly minuted and followed through?
- Do all Hub Councillors have the opportunity to comment on how well the Hub Council is doing?
- How representative is the membership of the school community?
- How often does the Hub Council review its composition?
- Has an audit of skills and experience been carried out? An audit of skills should consider the following; Is there a transparent procedure for appointment of Hub Councillors? Does the Hub Council have good succession plans in place for Hub Councillors and for the Chair?
- How well does the Hub Council communicate with key stakeholders in the academy? Do members of the academy community know the Hub Council and its role within the academy?
- Have the majority of Hub Councillors attended relevant training this year?

Does the Hub Council contribute to the delivery of outstanding education?

- In what ways does the Hub Council make a difference to the delivery of education in the Hub academies?
- To what extent is there a unity of purpose within the Hub Council and between the academy Hub and the Hub Council?
- Does the Hub Council make good use of data and evidence as the basis for developing an understanding of the academy?
- Does the Hub Council effectively challenge?
- Does the Hub Council share a clear strategy with the academy?
- Is the strategy expressed clearly within the Academy Development Plan and shared by all Hub Council members, senior leaders and staff?
- Do Hub Councillors feel they know everything they need to know about how the school is managed?



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Appendix 5. Aspire Academy Trust Declaration of Business, Pecuniary & Other Interests

Academy	
Name of Trustee, Hub Councillor, Member of Staff	

I understand that it is my responsibility to declare the nature of any business or pecuniary interest, direct or indirect, of myself or of the members of my immediate family in any contract, proposed contract or other matter when present at a meeting at the Academy Trust where the specified contract or other matter comes under consideration and withdraw from the meeting during the discussion and not vote in respect of it.

I also understand that it may be a criminal offence to:

- omit information which should be included on this form;
- provide information which is false or misleading;
- fail to notify the Company Secretary of any subsequent change in circumstances which might render this declaration invalid or out of date.

Which Interests Should I Declare?

- Any conflict of interest – where your personal interests or loyalties could, or could be seen to, prevent you from making a decision only in the best interests of the Academy Trust
- Any conflict of loyalty – where your loyalty or duty to another person or organisation could prevent you from making a decision only in the best interests of the Academy Trust
- Any business or pecuniary interest (direct or indirect) – including any links you have with local businesses or organisation from which the Academy Trust may / does buy goods or services from

Any of the above which apply to members of your immediate family (any child, stepchild, parent, grandchild, grandparent, brother, sister, spouse or person living with you as a partner).

When Should I Declare Them?

- Annually when completing this form
- Whenever your circumstances change (you must inform the Company Secretary)
- As soon as it is practical and at any meeting where the proposal, contract or other matter is being discussed and / or voted on.

Hub Councillors will decide if it is appropriate for you to remain in the room and / or take part in any discussion. If an incident arises where you are unclear as to whether you have an interest, the Hub Councillors decide.

If you have no such interests please write “NIL” in the table below – for completeness of the Academy Trust’s records NIL returns are required.



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Are you (or an interested other) an employee of the Academy Trust?	YES	NO
<i>Please give details of your role:</i>		

Are you (or an interested other) an employee/governor/trustee/volunteer at another school/college/multi-academy trust / academy chain?	YES	NO
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Please include all primary, secondary, post-16 settings:

Are you (or an interested other) a parent of any children aged 18 years or less educated in Cornwall?	YES	NO
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Please give details:

Do you (or an interested other) have any directorships, partnerships or employments with businesses that provide goods or services to the Academy Trust or other local educational institutions – or potentially could in the future?	YES	NO
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Please list the name(s) of the business, the nature of the business, the nature of the interest and the date the interest began:

Please tell us about any other interests which you consider significant – including you (or an interested other) being a member or officer of any local community organisation, charity or other public body or holding shares in an interested business?	YES	NO
---	-----	----

Details:

I certify that I have declared all beneficial interests which I or the members of my immediate family have with businesses or other organisations which may have dealings with the Academy Trust. I also undertake to inform the Academy Trust of any change in these business interests.

Signed	
Dated	

Reviewed by Company Secretary

Signed	
Dated	

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Appendix 6: Hub Councillor Induction and Core Training Checklist

Task	Action / Person Responsible	Completed/Meeting Set
IN FIRST 4 WEEKS		
DBS clearance	Aspire Business Administrator Claire Virgo	
Receive Aspire Academy Trust Hub Councillor Handbook	Hub Council Clerk	
IN FIRST 3 MONTHS		
Safeguarding Tier 2 Training	Aspire Business Administrator Claire Virgo	
Meet with Lead Practitioner	Lead Practitioner	
Learning Walk	Headteacher or Assistant Head	
IN FIRST 3 MONTHS		
Attend a Hub Council Meeting	Hub Council Clerk	
Attend a Home Academy Monitoring Visit	Hub Council Clerk	



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Appendix 7. Contact details

Hub Council Support

Governance: lorna.rabey@aspireacademytrust.org

Mid Hub Lead Practitioner: vanessa.bragg@aspireacademytrust.org

North Hub Lead Practitioner: denise.gladwell@aspireacademytrust.org

St Austell Hub Lead Practitioner: roger.green@aspireacademytrust.org

West Hub Lead Practitioner: andrew.earnshaw@aspireacademytrust.org

Mid Hub Council Chair: paul.roberts@aspireacademytrust.org

North Hub Council Chair: grahamrenwick@aspireacademytrust.org

St Austell Hub Council Chair: louise.burt@aspireacademytrust.org

West Hub Council Chair: anna.corbett@aspireacademytrust.org

Submission of Hub Council documentation

Aspire Academy Trust holds a central record of all paperwork relating to Hub Councils. This is available on the Governance area of SharePoint. This includes agendas, papers and minutes relating to Hub Council meetings. Please submit all documentation related to Hub Councils to Aspire Company Secretary at: lorna.rabey@aspireacademytrust.org



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