HAT Governance Work Plan 2026-2027

INTRODUCTION

The **HAT Governance Work Plan** is intended to show the outline structure for the activities that governance across HAT should complete throughout the year. This plan will provide guidance to all levels of governance within HAT on how and when specific activities must be completed. It is likely that there will be other activities to be accommodated around the needs and priorities of individual schools.

The **HAT Governance Work Plan** is divided into two sections. The activities are shown on a month-by-month basis throughout the year. The timings of meetings and activities are either specific dates or a timeframe for activities to be completed. Deadlines for activities are shown in red text. These have been organised to spread the activities evenly throughout the year whilst ensuring HAT meets the statutory requirements defined by the Department for Education (DfE), Companies House (CH) and the Charity Commission (CC). If you have any difficulties in meeting the deadlines, please contact the relevant member of the HAT Central Services Team.

HAT Central Services Team leaders are as follows:

- ***Chief Executive Officer*** – Rob Hardcastle - email: hardcastler@hattonacademiestrust.org.uk
- ***Director of Finance and Operations*** – Colin Hinds - email: hindsc@hattonacademiestrust.org.uk
- ***HR Manager*** – Sally Tattersfield - email: tattersfields@hattonacademiestrust.org.uk
- ***Operations Manager*** - Sarah Neal - email: neals@hattonacademiestrust.org.uk
- ***IT Manager*** – Ken Wagner - email: ken@hattonacademiestrust.org.uk
- ***Finance Manager*** – Carol Barton - email: bartonc@hattonacademiestrust.org.uk
- ***PA to Executive Team*** – Debbie Felce - email: felced@hattonacademiestrust.org.uk

The **HAT Scheme of Delegation** gives a clear breakdown of which parts of HAT governance are responsible for delivering and approving each activity.

HAT Governance Activities Guidance

Timing	Activities for Local Academy Committees/Local Governing Body (LAC/LGB)	Activities for HAT Full Board and Committees
Start of Academic Year	**Start of Year Activities:** • Ask LAC/LGB members by **18th September 2026** to: o Declare/redeclare their pecuniary interests and governor information to Colin Hinds via Debbie Felce o Confirm that they have read KCSIE o Confirm that they agree to abide by the HAT Governance Code of Conduct o Complete or update a skills evaluation and return to Debbie Felce o Complete or update a personal details form and return to Debbie Felce o Complete an Acceptable Use Agreement and return to Debbie Felce • Ask committee members by **15th October 2026** to: o Complete Safeguarding training o Complete Prevent training • Collate skills evaluation activities ready to report at the first LAC/LGB meeting.	**Start of Year Activities:** • Ask Trustees by **18th September 2026** to: o Declare pecuniary interests and information to Colin Hinds via Debbie Felce o Confirm that they have read KCSIE o Confirm that they agree to abide by the HAT Governance Code of Conduct o Complete or update a skills evaluation and return to Trust Governance Professional o Complete an Acceptable Use Agreement and return to Debbie Felce • Ask Trustees by **15th October 2026** to: o Complete Safeguarding training. Complete Prevent training • Ensure GIAS is up to date and the website link works by **2nd October 2026**. • Collate skills evaluation ready to report at first Full Board meeting.

Standing items for each agenda	**These items should be included on each LAC/LGB agenda:** • Welcome and apologies, vision & values reminder • Declarations of interest concerning items on the agenda • Notification of AOB • Governance arrangements (including recruitment and retention) • Safeguarding • Minutes and matters arising • Dates of next meeting(s) **Items to be discussed at least annually but scheduled according to school timetable:** • Parent survey results and actions • Pupil survey and other pupil voice activity results and actions • Any external reports	**These items should be included on each Full Board and committee agenda:** • Welcome and apologies, vision & values reminder • Declarations of interest concerning items on the agenda • Notification of AOB • Governance arrangements (including recruitment and retention) • Safeguarding • Minutes and matters arising • Dates of next meeting(s)
September 2026	**LAC/LGB Meeting** Standing items plus key items to discuss: • Nominate and elect a Chair and Vice Chair of LAC/LGB • Monitoring roles for the year, including planning for LAC/LGB monitoring visits and attendance at planned training sessions • Agree HAT Governance Code of Conduct • Outcomes analysis for AY25-26 (KS2, Y4 MTC, Phonics and EYFS) • Whole school self-evaluation and linked school development priorities for AY26-27 • Agree behaviour policy • Buildings update • Headline budget plan for AY26-27 • Annual safeguarding report and updated safeguarding policy • Confirm arrangements for appraisal evaluations of all staff Date of meeting: Wednesday 23rd September – face to face	**HAT Full Board meeting** Standing items plus key items to discuss: • Nominate and elect a Chair and Vice Chair • Agree committees and who will chair • Agree Director responsibility roles – safeguarding (including Prevent), SEND, Health and Safety and Estates Management • Linked academy monitoring roles • Agree HAT Governance Code of Conduct • Trust strategic priorities for 26-27 • Review of provisional secondary data and finalised primary data • HAT Risk register • Admission arrangements for Trust primaries in 28-29 Date of meeting: Tuesday 22nd September – face to face

October 2026		**HAT Curriculum & Standards Committee** Main items to discuss: • SCHA Principal Report to Directors • Target setting for primary and secondary outcomes for AY26-27 • Trust and Academy priorities for AY26-27 and related SEFs summaries • Trust improvement approach for AY26-27 • Ofsted update • Challenge Partners and HCE update • SEND Information reports • External Review of Safeguarding - OA • Reviewed Pupil Premium Plans • Review of Sports Premium Plans (primary only) • Review website compliance Date of meeting: Tuesday 13th October – held remotely
November 2026		**HAT Staff and Pay Committee** Main items to discuss: • Review and scrutiny of pay recommendations from each academy • HAT appraisal cycle update • HR Dashboard • HAT Gender Pay Gap report • National pay award update • HR Policies update Date of meeting: Tuesday 10th November – held remotely **HAT Finance and Premises Committee** Main items to discuss: • HAT Financial outturn position 25-26 • AY26-27 budget update – Month 2 report • HAT premises and health and safety update • HAT Finance Manual update • ATH changes for AY26-27 • GEMS framework review and Asset Management Plans • CIF Bids for submission Date of meeting: ~~Tuesday 24th November~~ (now 1st December) – held remotely

December 2026	**LAC/LGB Meeting** Standing items plus key items to discuss: • Headteacher report and priorities update • Outcomes data update – KS2, Y4 MTC and phonics • Behaviour policy agreement plus implementation update and a focus on suspension and exclusion data • Buildings update • Headline budget update • LAC/LGB members monitoring visits • Developing staff well-being • Plan parental survey Date of meeting: Wednesday 9th December – held face to face	**HAT Audit and Risk subcommittee** Main items to discuss: • External Audit report and management findings • Draft HAT Trustees Report • Internal audit reports and KPI reports • HAT Risk register review • Fixed Asset Register review • Related policy reviews Date of meeting: Thursday 10th December – held remotely **HAT Full Board meeting** Standing items plus key items to discuss: • CEO report • DfE White Paper update • EBPS LGB report • HAT Strategy review • Approval of annual accounts and audit findings (Vote required) • HAT Risk register recommendations • Subcommittee reports Date of meeting: Wednesday 16th December – held face to face **HAT Members Annual General Meeting (AGM)** Main items to discuss: • Minutes from previous AGM • Appointment of Chair of Members • Receiving of Annual Accounts and Audit Findings • Appointment of external auditors for 2027 • Trustees report Date of meeting: Wednesday 16th December – held remotely

January 2027	LAC/LGB members to complete **by 31st January 2027**: • GDPR training • Cybersecurity training	Trustees to complete **by 31st January 2027**: • GDPR training • Cybersecurity training **HAT Curriculum and Standards Committee** Main items to discuss: • Oakway and Victoria's Principal's Report to Directors • Primary and Secondary outcomes update • IDSR update 2025-26 • Securing School Improvement update • Behaviour update including suspensions and exclusions • Review Inclusion Strategy implementation • Review any further external reviews of safeguarding Date of meeting: Tuesday 2nd February – held remotely
February 2027		**HAT Staff and Pay Committee** Main items to discuss: • HAT HR Dashboard • HSE Stress at Work Survey and related risk assessment • Staff Equality Duty • HAT Gender Pay Gap report (vote required) • HAT Pay progression data (25-26) • National Pay Awards update • Central and Academy Team update Date of meeting: Tuesday 23rd February – held remotely

March 2027	**LAC/LGB Meeting** Standing items plus key items to discuss: • HT report and priorities update • School Development Plan update • External scrutiny reports • Identified curriculum lead update • LAC/LGB members visit review including safeguarding update • Appraisal cycle update • Parent survey update • Budget update • Buildings update • Parental and community update Date of meeting: Wednesday 17th March – held face to face	**HAT Finance and Premises Committee** Main items to discuss: • AY 26-27 – Month 5 position • Initial budget allocations for AY27-28 • Trust reserve position • HAT premises and health and safety update • School Resource Management Self-Assessment document Date of meeting: Tuesday 9th March – held remotely **HAT Audit and Risk Committee** Main items to discuss: • External Audit / Internal Audit Progress Report • Internal and external scrutiny and KPI reports • HAT Risk Register review • ATH Compliance report • Related policies to consider Date of meeting: Tuesday 23rd March – held remotely
April 2027		**HAT Full Board Meeting** Standing items plus key items to discuss: • CEO Report • HAT Strategy review • HAT Risk Register • HAT Safeguarding report • Link Directors reports • LAC/LGB update • Subcommittee reports • Governance matters including annual review of Articles of Association (AoA) and Academy Trust Governance guide • Review of secondary careers programme Date of meeting: Wednesday 14th April – held face to face

May 2027		**HAT Curriculum and Standards Committee** Main items to discuss: • Ecton's and Earl's Barton's Principal's Report to Directors • Preparing for the National Curriculum arrangements • Progress against Trust priorities for AY 26-27 • Securing School Improvement • Primary and secondary outcomes data update • External scrutiny reports for 26-27 and scrutiny plan for 27-28 Date of meeting: Tuesday 18th May – held remotely
June 2027	**LAC/LGB meeting** Standing items plus key items to discuss: • HT report and priorities update • SDP review • Early primary outcomes – statutory and non-statutory • Outcomes for significant and vulnerable groups • LAC/LGB member visit reports • Budget review for AY26/27 • Skills audit task • Agree governance work plan for 27-28 Date of meeting frame: Wednesday 23rd June – held face to face	**HAT Audit and Risk Committee** Main items to discuss: • External Audit / Internal Audit Progress Report • Internal and external scrutiny and KPI reports • HAT Risk Register • 27-28 ATH update Date of meeting: Tuesday 15th June – to be held remotely **HAT Finance and Premises Committee** Main items to discuss: • Budget proposal for AY27-28 • Month 8 position • HAT Premises and Asset Management Plan update • HAT H&S update • HAT Strategy – Finance and Operations update Date of meeting: Tuesday 29th June – to be held remotely

July 2027		**HAT Full Board Meeting** Standing items plus key items to discuss: • CEO Report • Provision primary statutory outcomes • HAT Strategy update • SCHA Admissions Criteria 29-30 • Approve of budgets for AY27-28 and 3 year financial plan • HAT Risk Register • Scheme of Delegation for AY27--28 • LAC/LGB update • Report from HAT subcommittees • Skills audit task • Agree governance work plan for 27-28 Date of meeting: Wednesday 14th July – to be held face to face

HAT Contact

If there are any queries regarding this document please contact:

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