



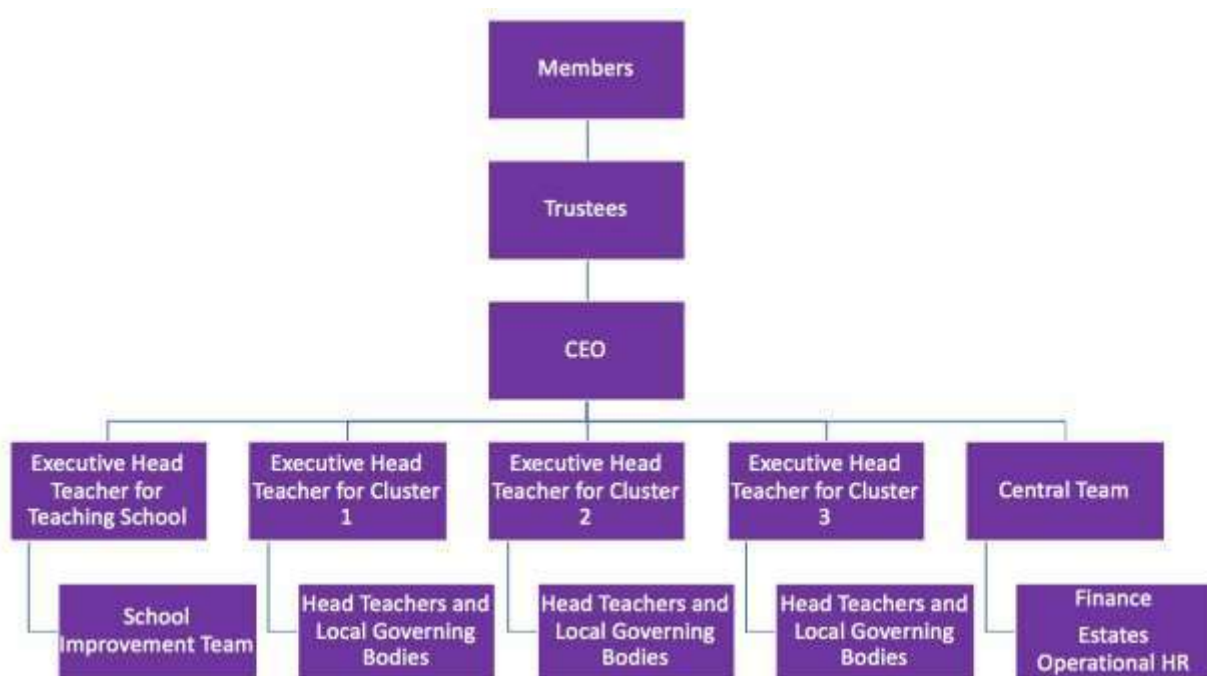
Governance: schemes of delegation

Perry Hall Multi-Academy Trust Scheme of Delegation

Perry Hall Multi-Academy Trust is a charitable voluntary organisation which relies on the valuable input of a considerable number of non-executive volunteers, supported by an experienced team of staff. Perry Hall Multi-Academy Trust is a medium size Multi-Academy Trust that covers Wolverhampton, Tamworth and Worcester, geographical area. The Trust have been moving towards a more regional model of governance in order to better support school improvement. In the Perry Hall Multi-Academy Trust governance model, each academy is ultimately governed by the Board of Trustees.

Perry Hall Multi-Academy Trust will establish for each academy, a Local Governing Body. Local governance is delivered through these Local Governing Bodies, who are made up of staff, parents, local community members and a trust representative.

Trust Structure





Governance: schemes of delegation

Principles

1. Perry Hall Multi-Academy Trust (founded in 2013) is an incorporated company and charity that aims to establish and maintain a number of Academies in accordance with guidelines laid down in its funding agreement with the DfE.
2. Effective governance in our Academy Trust is supported by the following:
 - Trust Members – the guardians of the constitution.
 - Trust Board – the Trustees.
 - Trust sub-committees.
 - Finance and General Purpose Committee
 - SHE Committee
 - Executive Educational & Business Team
 - The Chief Executive Officer (the CEO)
 - Executive Education Team
 - Executive Head for Standards
 - Executive Head for Teaching School
 - The Business Team:
 - Strategic Leader for Finance and Administration
 - Building and Estates Manager
 - HR Operations Manager
 - Finance and Transactions Officer
 - Assessment and Finance Officer
 - Administrative Assistant
 - Personal Assistant/Communications and Relations
 - Local Governing Bodies / Advisory Board – the Local Governors.
3. The Trust Board has overall responsibility and ultimate decision-making authority for all the work of the Academy Trust, including the establishment and maintenance of the Academies.
4. The Perry Hall Multi-Academy Trust governing model sets out the fundamental principles of the organisation. The model consists of the principles set out here, the Academy Trust Articles of Association and the detail set out in the Scheme of Delegation Matrix.



Governance: schemes of delegation

5. The governance principles of Perry Hall Multi-Academy Trust recognise the importance of developing relationships with common purpose and they are about developing processes and structures in a changing educational landscape,
6. We will continue to develop our governance arrangements to shape and take account of best practice in the sector.
7. We are compliant with the principles and regulations set out in the Academies Financial Handbook. Perry Hall Multi-Academy Trust governance intends to continue to develop its governance in an effort to ensure outstanding practice in governance.
8. Governance is underpinned by a common understanding about who is responsible for providing valuable input to decision making and who has the decision-making responsibility.

Aims and Ambitions of the Trust

We aim to improve the outcomes for all children across our Multi-Academy Trust and continue to improve our base school outcomes.

This will involve being consistent and successful in:

- Ensuring that children in the Early Years Foundation Stage achieve a Good Level of Development by the end of EYFS.
- Ensuring that all children regardless of their starting points achieve above national expectations, the proportion of children making better than expected progress is at least in line with national expectations and the percentage of children making better than expected progress is at least in line with national expectations.
- Ensuring that children in our schools have the added value and opportunities in curriculum design through partnership with a variety of key stakeholders and providers.
- Supporting all of our academies to achieve an Ofsted Inspection rating of outstanding and a hunger to improve still further.
- Ensure that the families surrounding our children have access to the best possible education opportunities for their children.

Our aims for success are built from a clear set of intentions:

- For all children to achieve consistently well in academic pursuit and personal growth.
- To secure the highest standards of teaching and learning across our Trust.
- To be recognised as a leader in the provision of high-quality education for all.
- For our academies to be at the heart of their communities, supporting learning at all ages.



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- To work in partnership with all stakeholders.
- For our academies to be adaptive and innovative in the pursuit of improving standards and educational outcomes.
- To encourage all our children to participate as active, curious citizens now and in the future.
- To ensure all our children flourish, understanding the links between physical health, well-being and learning so that they are able to enjoy and make the most of every opportunity.

Accountability for decisions

The Trust Board delegate authority to three key groups in order to ensure the effective leadership and governance of the Academy Trust.

The three key groups are:

- Perry Hall Multi-Academy Trust Executive Education Team
- Perry Hall Multi-Academy Trust Business Team.
- Local Governing Bodies / Local Advisory Board.

The relationship between the Trust Board and the Executive Team, and the Local Governing Bodies / Advisory Boards is characterised as a partnership to realise a common vision and a common purpose. In the case of the two tiers of Accountability the relationship between the three tiers of governance is also based on the principles of:

- No duplication of governance.
- Governance should be as close as possible to the point of impact of decision-making.

The Scheme of Delegation Matrix provides clarity as to who the decision makers are for different levels of decisions. Effectiveness of both management and governance is supported through clarity over who holds the decision-making responsibility and accountability and who supports and advises the decision makers.

Intervention

Perry Hall Multi-Academy Trust will stand down a local governing body (LGB) and appoint an Interim Advisory Board (IAB) in one or more of the following circumstances:

- Identification of weak governance.
- In response to the outcome of an annual review of governance or Ofsted inspection.
- In response to the outcome of an Ofsted inspection where there is a rating decline, or an academy moves into a category of serious weakness or requiring improvement.
- A sudden or unexpected dip in the academy's mid-term performance.
- Any identified safeguarding concern within the academy.



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On appointment of the IAB, the Local Governing Body is fully disbanded and all delegated responsibilities of the LGB transfer to the IAB with immediate effect. The main function of the Perry Hall Multi-Academy Trust appointed IAB will be to secure governance of the academy, developing a sound basis for improvement and will be in place until the trigger is removed. The Executive Team will work in partnership with an IAB to determine priorities and set targets.

Perry Hall Multi-Academy Trust do not adopt a one size fits all approach and is committed to appointing IAB's which are small, focused groups. Members will be chosen on a case-by-case basis in accordance with the skill and knowledge and the needs of individual academies. The IAB will be responsible for the monitoring the quality of provision and standards of achievement within the academy by:

- Monitoring performance against targets set by the IAB.
- Monitoring the implementation of the policy framework set by the IAB and its impact on standards of achievement.
- Monitoring the academy self-evaluation and satisfying itself to the accuracy of this, including via external support as determined by the IAB.
- Ensuring the academy complies with statutory requirements.
- Providing robust challenge and support to the Head and SLT.
- Monitoring and evaluating progress towards post-inspection or review action points.
- The IAB will hold the Head and SLT to account, and be accountable to any interested party for the academy's performance by:
 - Receiving regular information from the Head and SLT on the performance of all aspects of the academy.
 - Agreeing a performance management policy and monitoring its implementation.
 - Conducting the performance management of the Head and monitoring progress towards agreed targets.
 - Ensuring that the annual academy prospectus meets statutory requirements.
 - Monitoring the implementation of the Perry Hall Multi-Academy Trust complaints policy.
 - Receiving appeals on issues relating to staff grievance, capability, complaints and exclusions.
 - Determining how the academy's relationships with key stakeholders will be managed including what will be communicated, in what medium and how frequently.

Overview of key elements of our governance

Perry Hall Multi-Academy Trust – Principal Sponsor and Members

Perry Hall Multi-Academy Trust, is a charity. In 2014 the Trust became an academy sponsor, aiming to increase educational opportunity for all young people and to narrow the attainment gap. The Trust is now responsible for five schools. Work in Perry Hall Multi-Academy Trust academies is underpinned by a set of shared values including a commitment to parental and community engagement.

Trust Board



Governance: schemes of delegation

The trustees are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Articles of Association.

The trustees establish a Local Governing Body (LGB) in each academy and delegate certain responsibilities to them, however, the Local Governing Bodies are not legally responsible or accountable for statutory functions.

The trustees retain authority and responsibility for the following:

- Compliance with the provisions of the funding agreements Agreement of the academy's annual funding in consultation with the Local Governing Body.
- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust.
- Annual approval of the trust budget including those of each academy.
- As the legal employer of all staff, responsibility for human resource policies and procedures and terms and conditions of service.
- Appointment of the internal auditor for the academy
- Appointment, job description, remuneration, approval and dismissal of the Head.
- Maintenance of the fixed asset register Compliance with all statutory regulations and Acts of Parliament governing the operation of the academy.
- Determination of the admissions policy and arrangements for the academy in accordance with admissions law and Department for Education's (DfE) codes of practice. The Trust has commissioned the Local Authority to carry this out on their behalf.
- Determination of the educational vision of the academy which regional directors will use to support the determination of the academy development plan.

Trust Board Sub-Committees

Financial Oversight and Risk

The objective of the committee is to assist the board in meeting its responsibilities of monitoring financial performance and forecasts, ensuring the adequacy and effectiveness of the financial reporting, the value for money of resources, capital projects, and risk management.

Audit

The objective of the committee is to assist the board in meeting its responsibilities for financial reporting, and internal and external auditing.

Executive Team

The Perry Hall Multi-Academy Trust Executive Team carries out the executive management function of the Academy Trust. The team focus on strategic and operational matters within the Trust and the performance and standards. They operate under the leadership and



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direction of the CEO, who is by virtue of his/her position a Trustee of the Academy Trust. The Executive Team support the work of Executive Teaching Team, Heads, their staff in each academy and the LGB LAB, to ensure the vision of the Trust Board is achieved.

Education Team

Each Executive Head (Standards) is responsible for the oversight of the academies in their cluster and the line management of Heads. The Executive Head for The Teaching School is responsible for Trust CPD and professional development.

Local Governing Bodies / Local Advisory Board (LGBs / LAB)

Perry Hall Multi-Academy Trust trustees delegate the running of the academy to the Heads and LGB / LAB which specifically has the following duties:

- Supporting the Executive Head for Standard in holding the Head and academy senior leadership team to account for the educational performance of the academy and its pupils.
 - Holding the Heads and academy senior leadership team to account for the performance management of staff.
 - Monitoring progress towards targets and the effectiveness of the academy improvement plan.
 - Implementation of actions required to comply with statutory regulations and the funding agreements.
 - Implementation of the policies agreed by the Trustees with regard to admissions and to the educational vision of the academy, including, but without limitation, the academy's academy improvement plan.
 - Oversight of the academy's day to day activities.
 - Consideration of the academy's required funding and support to the Trustees in connection with the agreement with the DfE of the academy's budget.
 - Monitoring and reviewing expenditure on a regular basis and ensure compliance with the overall financial plan for the academy.
 - Assisting the Trustees in complying with the provisions of the funding agreements where requested from time to time
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- Notifying the Trust of any significant changes to fixed assets used by the academy.
 - The appointment, job description, appraisal and dismissal of all members of staff of the academy excluding the Head but the remuneration of every member of staff and their terms of service shall be within the parameters from time to time established by the Trustees.

Overview: composition of governance elements

Trust Members

- up to 5 members
- One parent representative
- Chairman of trustees.



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Members may agree unanimously, in writing, to appoint such additional members as they see fit.

Trust Board

- Chief Executive Officer.
- A minimum of three trustees and no maximum.

Local Governing Bodies / Local Advisory Board

The LGB's/LAB's of Perry Hall Multi-Academy Trust School vary in number but have a minimum of five members including the Head. We have taken a skills based approach to getting the right governors for each academy. Our approach aims to increase the effectiveness of the governing body ensuring that it sets the vision and direction for the future and holds the academy to account for its standards and conduct.

However, the membership of all Perry Hall Multi-Academy Trust LGB / LAB includes:

- The Head.
- At least one but no more than two elected Parent Members, two parent governors in the case of a joint LGB / LAB
- At least one but no, more than two elected Staff Members, in the case of a joint LGB /LAB one staff member from each school
- At least one member co-opted by governors and representing the local community.
- One Trust nominee.
- Such other members as the Trust decides.

A Perry Hall Multi-Academy Trust governor represents Trust on the LGB / LAB and will have been nominated by the Trust because of the added value they bring through their skills, professional expertise, local connections or wider links. The Trust CEO makes this appointment.

The total membership of any LGB / LAB shall be not less than 5 and not more than 15. The LGB/LAB may also appoint optional Associates to provide specific skills, knowledge and/or experience to the LGB / LAB. The scope and length of service shall be agreed with the Chair of governors but will not exceed a normal term of office (4 years). Associates may attend (but may not vote at) LGB / LAB meetings and may serve on committees. Associates may serve as chairs of committees where the committee has delegated powers to elect their own chair and where they are able to operate effectively within the legal constraints of their role.

Governance: schemes of delegation

Functions are categorised as follows:

1. Human Resources and Operations



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2. Strategy and Quality
3. Education
4. Estates and Technology
5. Finance

Key:

Responsible	Those responsible for the task, who ensure that it is done.
Support	Resources allocated to responsible. Unlike consulted, who may provide input to the task, support help complete the task.
Consult	Those whose opinions are sought, and with whom there is two-way communication.
Accountable	Those ultimately answerable for the correct and thorough completion of the deliverable or task, or to whom responsibility has been delegated to

Function	HR and Operations	Trustees	CEO / Executive Team	LGB	Heads
HR and Operations (Appraisal)	To ensure that an approved appraisal policy in place	Accountable	Responsible	Support	Support
	To secure the statutory appraisal of Head	Accountable	Responsible	Support	Consult
	To review annually the performance management policy	Accountable	Responsible	Support	Support
	Pay Recommendations of staff	Accountable	Consult	Support	Responsible



Governance: schemes of delegation

	Maintain accurate and effective and secure appraisal employee records	Accountable	Support	Support	Responsible
	To secure the statutory appraisal of all academy staff	Accountable	Responsible	Support	Consult
Function	HR and Operations	Trustees	CEO / Executive Team	LGB	Heads
HR and Operations (Governance)	To draw up governing documents and any amendments thereafter	Accountable	Responsible	Consult	Support
	To appoint (and remove) the chair of the LGB	Accountable	Consult	Responsible	Support
	To appoint and dismiss the clerk to the	Accountable	Responsible	Consult	Support
	To hold a full LGB meeting at least three times in a school year or a meeting of the temporary governing body as often may require	Accountable	Consult	Responsible	Support
	To appoint, and actively seek members of the LGB	Accountable	Responsible	Consult	Support
	To remove members of the LGB other than the chair and PHMAT nominee	Accountable	Consult	Responsible	Support
	To appoint the IAB and disband an ineffective governing body	Accountable	Responsible	Support	Support
	To set up a register of LGB members	Accountable	Responsible	Support	Support
	To approve and set up a governors' Expenses Scheme	Accountable	Responsible	Support	Support
	To consider whether or not to exercise delegation of functions to individuals/ committee	Accountable	Consult	Responsible	Support
	To regulate the LGB procedures	Accountable	Consult	Responsible	Support
To determine the development needs of governors and put in place an appropriate programme	Accountable	Responsible	Consult	Support	



Governance: schemes of delegation

	To provide the Trust, on an annual basis, copies of all academy current policies and procedures and a schedule for their review, to review and update policies where allocated to the academy	Accountable	Responsible	Support	Consult
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Function	HR and Operations	Trustees	CEO / Executive Team	LGB	Heads
HR and Operations (Staffing)	To provide a Complaints Procedure policy	Accountable	Responsible	Support	Support
	To appoint a Head (through a selection panel) including pre-recruitment checks	Accountable	Responsible	Consult	
	To appoint a Deputy Head / Assistant Head (through a selection panel)	Accountable	Responsible	Consult	Consult
	To agree a pay policy for academy staff	Accountable	Responsible	Support	Support
	To exercise pay discretions	Accountable	Responsible	Support	Support
	Establishing disciplinary/capability procedures	Accountable	Responsible	Support	Support
	Dismissal of Head	Accountable	Responsible	Consult Consult	
	Suspension of Head	Accountable	Responsible	Consult	
	Ending of suspension of Head	Accountable	Responsible	Consult	
	Formulation of Employment Policies	Accountable	Responsible	Support	Support
	Formulation of Trust Staff Handbook	Accountable	Responsible	Support	Consult
	Formulation of the School Staff Handbook	Accountable	Consult	Support	Responsible
	Pre-recruitment checks	Accountable	Responsible	Support	Support
	To appoint teachers other than Head and SLT	Accountable	Consult	Support	Responsible
	To appoint non-teaching staff	Accountable	Consult	Support	Responsible
	Appointment of members of SLT	Accountable	Consult	Support	Responsible
	Dismissal of staff other than Head	Accountable	Consult	Responsible	Consult



Governance: schemes of delegation

	Suspension of staff	Accountable	Consult	Consult	Responsible
	Ending of suspension of other staff	Accountable	Consult	Consult	Responsible
	Determining staff complement within agreed budget	Accountable	Consult	Support	Responsible
	Determining dismissal payment/early retirement of the Head	Accountable	Responsible	Consult	
	Determining dismissal payment/early retirement of others	Accountable	Responsible	Consult	Consult
	Conduct of staff appraisals	Accountable	Consult	Support	Responsible

Function	Strategy and Quality	Trustees	CEO / Executive Team	LGB	Heads
Strategy and Quality (Services)	To identify additional services to be procured on behalf of the academy	Accountable	Responsible	Support	Consult
	To ensure centrally produced services provide value for money	Accountable	Responsible	Support	Consult
	To set the times of school sessions and the dates of school terms and holidays	Accountable	Responsible	Support	Consult
	To consider requests from other schools to join the company	Accountable	Responsible	Support	Support
	To consult before setting / amending an admissions policy	Accountable	Responsible	Support	Support
	If appropriate to appeal against LA directions to admit pupil(s)	Accountable	Consult	Support	Responsible
	To prepare and publish the school prospectus	Accountable	Consult	Support	Responsible
	To ensure academy website is fully compliant	Accountable	Consult	Support	Responsible

Function	Education	Trustees	CEO / Executive Team	LGB	Heads
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Governance: schemes of delegation

Education (Development and Operational)	To propose targets for pupil achievement	Accountable	Consult	Support	Responsible
	To agree targets for pupil achievement	Accountable	Consult	Support	Responsible
	To establish a behaviour policy	Accountable	Consult	Support	Responsible
	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions	Accountable	Consult	Responsible	Support
	To direct reinstatement of excluded pupils	Accountable	Consult	Responsible	Consult
	Production of the Academy Improvement Plan	Accountable	Consult	Support	Responsible
	Agree the Academy Improvement Plan	Accountable	Responsible	Support	Consult
	Post-Inspection action plan	Accountable	Consult	Support	Responsible
	To develop a safeguarding policy in line with statutory requirements and best practice	Accountable	Responsible	Support	Responsible
	To decide to offer additional activities and to decide what form these should take	Accountable	Consult	Consult	Responsible
	To put into place any additional services to be provided	Accountable	Support	Consult	Responsible
	To ensure delivery of services offered	Accountable	Support	Consult	Responsible
	To implement the Trust's safeguarding policy	Accountable	Responsible	Responsible	Responsible
	Maintain accurate and effective and secure pupil records in partnership with the LGB	Accountable	Responsible	Support	Responsible
	Set monitoring and evaluation cycle	Accountable	Responsible	Support	Responsible
	Comply with all Data Protection legislation and good practice	Accountable	Responsible	Responsible	Responsible
	Assemble data for pupil assessment and other returns	Accountable	Consult	Support	Responsible
	To develop a curriculum policy	Accountable	Consult	Support	Responsible



Governance: schemes of delegation

Education (Quality of Education)	To implement curriculum policy	Accountable	Support	Support	Responsible
	To prohibit radicalisation, and promote equality and diversity, and tolerance and ensuring the balanced treatment of political issues	Accountable	Responsible	Responsible	Responsible
	To discharge duties in respect of pupils with special educational needs and disabilities	Accountable	Support	Support	Responsible
	Quality of teaching	Accountable	Consult	Support	Responsible
	Quality of individual child's education	Accountable	Consult	Support	Responsible
	Pupil outcomes	Accountable	Responsible	Support	Responsible
	To ensure that all pupils take part in a daily act of collective worship	Accountable	Support	Responsible	Responsible
	To ensure provision of free school meals to those pupils meeting the criteria	Accountable	Support	Support	Responsible
	To decide how to apply Pupil Premium	Accountable	Support	Support	Responsible
	Provision of sex education - to establish and keep up to date a written policy	Accountable	Consult	Support	Responsible

Function	Estates and Technology	Trustees	CEO / Executive Team	LGB	Heads
Estates and Technology	To institute a health and safety policy	Accountable	Responsible	Support	Consult
	Buildings insurance and public liability	Accountable	Responsible	Support	Support



Governance: schemes of delegation

	Developing academy buildings and facilities estate long term strategy or master plan	Accountable	Responsible	Support	Support
	Producing and maintaining buildings, including developing properly funded maintenance plan	Accountable	Responsible	Support	Support
	To ensure that health and safety regulations are followed	Accountable	Responsible	Support	Responsible
	Premises security	Accountable	Responsible	Support	Responsible
	Premises management	Accountable	Responsible	Support	Support

Function	Finance	Trustees	CEO / Executive Team	LGB	Heads
Finance	To develop and propose the individual academy budget	Accountable	Responsible	Support	Consult
	To recommend the first formal budget plan each financial year	Accountable	Responsible	Support	Support
	To plan, manage and monitor monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend	Accountable	Responsible	Support	Support
	To approve any amount to be transferred between budget headings and/or likely budget overspends within Trust rules	Accountable	Responsible	Support	Support
	To establish financial decision levels and limits	Accountable	Support	Support	Support
	To establish a charging and remissions policy for the academy	Accountable	Responsible	Support	Support
	To appoint the internal auditor for the academy	Accountable	Responsible	Support	Support



Governance: schemes of delegation

Agreeing miscellaneous financial expenditure outside the agreed budget	Accountable	Responsible	Support	Support
To enter into additional contracts which exceed the agreed annual budget allocation within limits specified in the Financial Regulations Manual	Accountable	Responsible	Support	Support
To authorise acquisition of assets within limits specified in the Financial Regulations Manual	Accountable	Responsible	Support	Responsible
To authorise disposal of assets within limits specified in the Financial Regulations Manual	Accountable	Responsible	Support	Responsible
To appoint internal and external auditors	Accountable	Responsible	Support	Support
To make payments within agreed financial limits	Accountable	Responsible	Support	Support
To collect income due to the academy	Accountable	Responsible	Support	Responsible
To maintain proper financial records for the academy	Accountable	Responsible	Support	Support
To prepare monthly accounts for the academy	Accountable	Responsible	Support	Support
To monitor compliance with approved financial procedures	Accountable	Responsible	Support	Support
To develop risk management strategies	Accountable	Responsible	Support	Support
To decide how to apply Pupil Premium	Accountable	Consult	Support	Responsible
To decide how to apply Sports Premium	Accountable	Consult	Support	Responsible

Perry Hall Multi Academy Trust - Trust Board Committee Terms of Reference

Finance, General Purposes, and Audit Committee



Governance: schemes of delegation

Constitution

The Trust Board hereby resolves to establish a committee of the Board to be known as the Finance, General Purposes, and Audit Committee.

Membership and Attendance

Trustees who are not members of the Committee have the right of attendance. Minutes of meetings of the Committee will be circulated to all members of the Trust Board and will be reported to the Trust Board.

Staff employed by the Trust should not be members of the Committee, but may attend to provide information and participate in discussions. The Chief Executive Officer in her role as Accounting Officer and the Chief Financial Officer will normally attend meetings of the Committee. Members of the Local Governing Bodies may, from time to time, be invited to attend meetings of the Committee.

Frequency of Meetings

The Committee shall meet at least once per term. The external auditors may request a meeting if they consider one is necessary.

Authority

All matters of finance to be delegated to the Committee. (As stated in the Scheme of Delegation). The Committee is authorised by the Trust Board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries. Requests for work, and reports received, from internal audit will be channelled through the Accounting Officer.

The Committee is authorised to obtain independent professional advice if it considers this necessary.

Day to day control and monitoring of expenditure and income is the responsibility of the CEO as Accounting Officer. The CEO may delegate responsibility for managing specific elements of the budget to designated staff, subject to the agreement of the Committee however, the Accounting Officer must continue to ensure appropriate oversight of financial transactions.

The Committee is responsible for controlling and monitoring virements during the year between cost centres. The CEO has authorisation to exercise virements between costs centres for items of expenditure costing up to £10,000 including the application of contingency or unallocated funds.

All virements outside these limits are to be submitted to the Committee for approval. In addition, the CEO is to submit regular reports to the Committee on all virements processed.

Duties

Responsibilities of the Committee are as follows:

1. Oversight of the day-to-day operation of the Academies' finances, with due regard to the requirements of the Academies Financial Handbook and the Academy Funding Agreement.



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2. To consider the academies' funding, notified annually by the EFA, and to assess its implications for the academies, in consultation with the Chief Executive Officer, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trust Board.
3. To consider and approve the academies' budgets before the start of each financial year.
4. To contribute to the formulation of the academies' development plans, through the consideration of financial priorities and proposals, in consultation with the Chief Executive Officer, with the stated and agreed aims and objectives of the academies.
5. To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plans.
6. To liaise with and receive reports from the Local Governing Boards and to direct them in all financial aspects.
7. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plans for the academies and with the financial regulations of the EFA drawing any matters of concern to the attention of the Trust Board.
8. To monitor and review procedures for ensuring effective implementation and operation of financial management on a regular basis, including the implementation of bank account arrangements and, where appropriate, make recommendations for improvement.
9. To prepare the financial statement to form part of the annual report to the Trust Board and for filing in accordance with Companies Act and Charity Commission requirements.
10. To receive auditors' reports and to recommend to the Trust Board action as appropriate in response to audits findings.
11. To recommend to the Trust Board the appointment or reappointment of the auditors of the Trust Board.
12. Review the Board's internal and external financial statements and reports to ensure that they reflect best practice.
13. Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff.
14. To provide assurance to the Trust Board that risks are being adequately identified and managed by reviewing the risks to internal financial control at the Trust; and agreeing a programme of work to address and provide assurance on, those risks.



Governance: schemes of delegation

15. Ensure that the Trusts internal audit service meets, or exceeds, the standards specified in the Academies Financial Handbook.
16. Consider internal audit reports, including value-for-money reports and the arrangements for their implementation.
17. The outcome of audit work should inform the governance statement that accompanies the Trust's annual accounts and, so far as is possible, provide assurance to the external auditors.
18. Consider any other matters where requested to do so by the Board; and report at least once a year to the Board on the discharge of the above duties.

Site Elements (General Purposes)

Prepare a Building Development Plan that maps out the spending priorities for the Schools over the next 1-5 years within the School Development Plans.

Target the devolved capital resources to address issues identified in the Asset Management Plan and address issues of condition, suitability and sufficiency. The resources should be linked to the School Development Plan priorities and make the maximum contribution to school improvement.

Prepare a planned maintenance programme to include planned external painting projects to maintain the fabric of the building. Ideally the planned maintenance programme should represent 50% of the repairs and maintenance budget included in the approved budget plan.

Ensure that current and new legislation, guidance and policies are complied with e.g. Construction (Design and Management) (CDM) and Fire Safety Regulations and that relevant staff are trained.

To ensure that buildings are: functional with a suitable layout for the appropriate teaching activity; environmentally acceptable, secure but accessible and have adequate heating and lighting.

To ensure that all teaching facilities are cleaned adequately in order to ensure that they comply with accepted standards for hygiene and health and safety purposes.

To ensure that sites and surrounds are maintained adequately: that they (in particular grassed areas) comply with the Environmental Protection Act, that pathways and hard surfaced areas are free of potholes or other indentations and to maintain a safe environment.

To ensure that premises comply with health, safety and hygiene requirements and that there is appropriate provision within the Trust's budget to achieve these standards.

To ensure that the Schools provide a safe and secure environment for teaching and learning, with particular reference to the control of access by people other than pupils and staff.

To ensure that there is an appropriate management system which includes regular inspections of the building for the maintenance of the premises.



Governance: schemes of delegation

To ensure that furniture is inspected regularly and, where necessary, taken out of use, repaired or replaced.

To review regularly the use of accommodation to ensure that maximum use and efficiency is being achieved and that, where accommodation is being used other than for school activities, users are aware of their responsibilities in order to ensure that no liability falls to the Schools or the Trust Board in the event of an accident or damage to the buildings.

To ensure that site management aspects are discussed regularly when setting the Schools' budgets.

HR/Personnel Elements

The Committee in the light of advice from the Chief Executive Officer and/or Executive Headteacher will;

Consider a staffing structure for the Schools which conforms to the Schools' Development Plans.

Consider the financial implications of the structure on an annual basis and the extent to which it can be achieved within the Trust's budget.

In light of the above considerations, determine an operable staffing structure for the Schools within the Trust.

Determine the staffing arrangements which are to be made to achieve that structure consistent with the criteria and appointment procedures approved by the Trust Board.

The Trust shall determine the procedures for the appointment of Chair, Vice Chair and Clerk for the meetings of the Finance, General Purposes & Audit Committee.

The Committee may invite non-Trustees to attend their meetings, but they may not vote.

The Trust remains responsible for any decisions taken on its behalf by the Committee.



Governance: schemes of delegation

Safety, Health and Environment Committee Terms of Reference

The Trust's Safety, Health and Environment Committee will liaise with the CEO and/or Executive Headteacher in order to assure best practice and exercise oversight of:

- The maintenance of all the Trust's buildings and associated premises.
- All matters associated with health and safety.

The Committee will adhere to the educational priorities. By doing this, the Committee will always act in the best interests of the Trust.

Meetings

The Safety, Health and Environment Committee will hold meetings when they are required, but at a minimum at least once per term.

To allow for adequate preparation, members shall be given at least seven days' notice before a meeting is scheduled. A record will be kept of all proceedings, and all minutes of the meetings will be given to members upon request.

Membership

The constitution and membership of the committee shall be decided during the first annual meeting, at the beginning of the academic year. Membership will include a minimum of three Governors, Headteachers/Heads of School and other appropriate representatives.

Terms of reference

- To establish and review a Health and Safety Policy.
- To advise the Governing Body on safety matters relating to building modification and construction.
- To establish and review an Accessibility Plan.
- To monitor and review maintenance and improvement or repair to the buildings and grounds on safety grounds.
- To take responsibility for health and safety in regards to the buildings and grounds.
- To alert the health and safety provider to health and safety issues relating to maintenance of the buildings and grounds.
- To advise the Governing Body on statutory health and safety matters.
- To ensure safety is considered with regard to maintenance contracts for all site electrical and mechanical work.



Governance: schemes of delegation

- To ensure safety is considered with regard to site contracts for cleaning and ground maintenance.
- To advise the Governing Body on safety matters relating to community use.
- To prepare and review an Emergency Response Plan/Contingency Plan.
- To ensure that builders, surveyors, architects and ground maintenance workers have had their health and safety standards monitored.

Pay/Personnel Committee

The Committee in the light of advice from the Chief Executive Officer and/or Executive Headteacher and Heads will;

Consider pay and associated staffing matters including making discretionary payments, carrying out regradings, enhancing, accelerating or withholding pay progression and the criteria for making such determinations, together with any delegation of powers and responsibilities to the Chief Executive Officer.

The Chief Executive Officer is to submit regular reports to the Committee on all decisions taken under his/her delegated powers.

Carry out an annual review of staff salaries as required by legislation including the Appraisal of all teaching staff including the Chief Executive Officer.

Minute, in detail, the reasons/calculations whenever the salary point of the Chief Executive Officer/Associate Headteacher/Head of School and Deputy Head of School is revised.

Consider and advise the Trust Board, as necessary, with regard to the operation of the Whole Trust Pay Policy. Note that the Committee can make recommendations with regard to the Pay Policy; however, the policy itself must be approved by the Trust Board and cannot be delegated to committee level.

To hear formal grievances where they have not been resolved previously.

The Trust shall determine the procedures for the appointment of Chair, Vice Chair and Clerk for meetings of the Committee.

The Committee may invite non-Trustees to attend their meetings, but they may not vote. The

Trust Board remains responsible for any decisions taken on its behalf by the Committee.

It is inadvisable for the CEO and/or Executive Headteacher be a member of this Committee but should attend in order to present recommendations and advise the Committee.



Governance: schemes of delegation

Terms of Reference for the Governing Body Committees / Advisory Board School **Approved at the meeting of the Local Governing Body / Advisory Board meeting**

Standards Committee

To review the School's Curriculum Policy on a regular basis to ensure that it complies with the National Curriculum, the legal requirements in relation to the daily act of collective worship, the delivery of an agreed RE syllabus and the provision of sex and relationship education.

To advise the Governing Body / Advisory Board on curriculum information that needs to be uploaded onto the School's website.

To contribute towards, and monitor, the School Development Plan/Post-Ofsted Action Plan in respect of the curriculum.

To assist with ensuring that the requirements of pupils with additional and special educational needs are met, including those identified as gifted and talented

To promote and support curriculum development within the financial limitations set out by the Resources Committee.

To monitor assessment and testing arrangements. To carefully monitor pupil performance (attainment and achievement) including a review of Analysing School Performance (ASP) and other performance data, and recommend actions required to ensure the highest level of pupil performance.

To monitor the impact of pupil premium funding.

To monitor the achievement and progress of identified groups.

To consider all matters related to safeguarding & the Prevent Strategy.

To consider all matters related to extended schools.

Any other function deemed appropriate by the Governing Body / Advisory Board.

To monitor the provision for SMSC.

To monitor the incorporation of Modern British Values.

The Governing Body/ Advisory Board shall determine the procedures for the appointment of Chair, Vice Chair and Clerk for the meetings of the Committee.

The Committee may invite non-Governors to attend their meetings, but they may not vote.

The Governing Body remains responsible for any decisions taken on its behalf by the Committee.



Governance: schemes of delegation

Staff Dismissal Committee

To consider and make decisions related to the following staffing matters;

- Matters which may lead to the dismissal of a member of staff
- Redundancy and redeployment
- Matters related to the discipline of a member of staff

The Headteacher/Head of School cannot sit as a member of this Committee

Membership: At least three non-staff Governors

Dismissal Appeal Committee

To consider any appeal against a decision to dismiss a member of staff made by the Staff Dismissal Committee

To consider any appeal against a decision short of dismissal under the Governing Body's / Advisory Board personnel procedures e.g. Disciplinary, Grievance, Capability

To consider any appeal against selection for redundancy

The Headteacher/Head of School cannot sit as a member of this Committee

Membership: At least three non-staff Governors

It is essential that the Appeal Committee has different membership and no fewer members than the original Committee.

Pupil Discipline Committee

To review the use of exclusion within the School

If parents make representations about a fixed term period exclusion the Committee must consider them.

A meeting must be held within 15 school days to review a permanent exclusion or a fixed term exclusion of more than 15 school days, whether or not the parents attend.

Any Committee meeting and vote must have a quorum of three Committee members.

The Headteacher/Head of School cannot sit as a member of this Committee

Membership: At least three non-staff Governors

Admissions Committee

(for those Governing Bodies which are responsible for their own Admissions)



Governance: schemes of delegation

To decide whether any child should be admitted to the School

It is considered good practice to appoint the Headteacher onto an Admissions Committee, but Headteachers cannot act in place of the Governing Body in determining the School's Admissions Policy, or in deciding the admission of any individual child.

Membership: The Headteacher together with at least two other Governors

APPOINTMENT OF STAFF: DELEGATION APPROVED BY THE BOARD OF TRUSTEES OF

	MINIMUM NUMBER OF GOVERNORS								
	PERMANENT			ACTING			TEMPORARY		
	LL	SL	INT	LL	SL	INT	LL	SL	INT
Headteacher or Head of School *	CEO, EHT + 2 MTB	CEO, EHT + 2 MTB	CEO, EHT + 2 MTB	CEO, EHT + 2 MTB	CEO, EHT + 2 MTB	CEO, EHT + 2 MTB	N/A	N/A	N/A
Deputy Headteacher	CEO, EHT + 1 MTB + LGB	CEO, EHT + 1 MTB + LGB	CEO, EHT + 1 MTB + LGB	CEO, EHT + 1 MTB + LGB	CEO, EHT + 1 MTB + LGB	CEO, EHT + 1 MTB + LGB	N/A	N/A	N/A
Assistant Head	CEO, EHT + HT + Ch + 2 GOVS	CEO, EHT + HT + Ch + 2 GOVS	CEO, EHT + HT + Ch + 2 GOVS	CEO, EHT + HT + Ch + 2 GOVS	CEO, EHT + HT + Ch + 2 GOVS	CEO, EHT + HT + Ch + 2 GOVS	N/A	N/A	N/A
Mainscale Teacher Plus TLR 1	1 G +HT + CEO	1 G +HT + CEO	1 G +HT + CEO	1 G +HT + CEO	1 G +HT + CEO	1 G +HT + CEO	1 G +HT	1 G +HT	1 G +HT
Mainscale Teacher PlusTLR 2	1 G +HT + CEO	1 G +HT + CEO	1 G +HT + CEO	1 G +HT	1 G +HT	1 G +HT	1 G +HT	1 G +HT	1 G +HT
Lead Teacher	3 G +HT *	3 G +HT *	3 G +HT *	1 G +HT *	1 G +HT *	1 G +HT *	1 G +HT	1 G +HT	1 G +HT
Mainscale Teacher	1 G +HT	1 G +HT	1 G +HT	N/A	N/A	N/A	1 G +HT	1 G +HT	1 G +HT
Non-Teaching Staff L4 and above	1 G + HT	1 G + HT	1 G + HT	1 G + HT	1 G + HT	1 G + HT	1 G + HT	1 G + HT	1 G + HT
Non-Teaching Staff Up to top of L3	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT	1 (SS or G) + HT

- Subject to approval of Local Governing Body / Advisory Board. It is expected that candidates for Acting HoS Posts will normally be the/a Assistant HoS
- Appointment of Supply staff delegated to the Headteacher/Head of School



Governance: schemes of delegation

* = At least one Trustee to attend all of the process, i.e: LL, SL and INT [process to be done in consultation with representatives of the LGB]

Abbreviations:	LL	-	Longlisting	SL	-	
Shortlisting						
	INT	-	Interviewing	CH	-	Chair of
LGB						
	SS	-	Senior Staff Member	G	-	Governor
	HT	-	Headteacher/Head of School			
	CEO/EHT	-	Chief Executive Officer/Executive Headteacher			
	MTB	-	Member of the Trust Board			

Note: a non-Staff Governor to be first contact