



# SCHEMES OF DELEGATION

September 2025

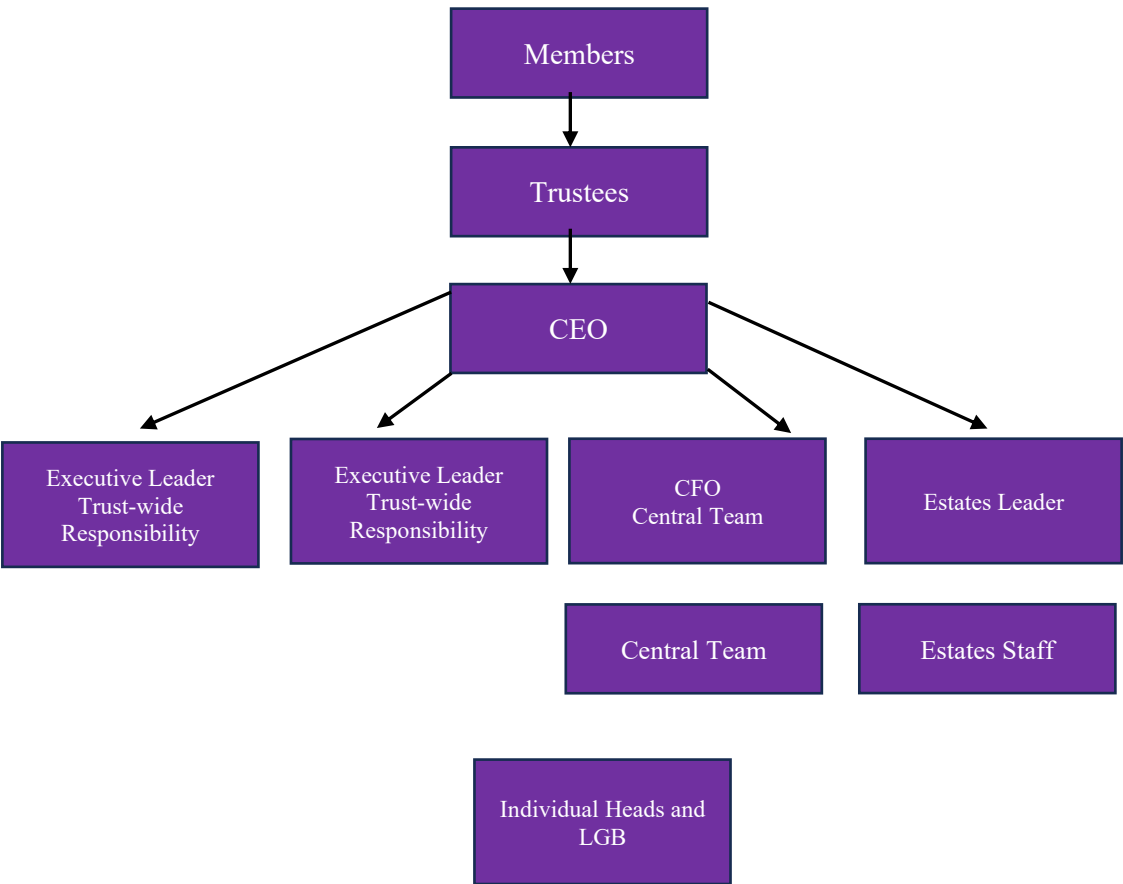
Personal Growth  
Honesty  
Mutual Respect  
Ambition  
Teamwork

Together We Succeed

Perry Hall Multi-Academy Trust (PHMAT) 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. PHMAT is a medium size Multi-Academy Trust that covers Wolverhampton, Staffordshire, Sandwell, Dudley and Worcester geographical areas. In the PHMAT governance model, each academy is ultimately governed by the Board of Trustees.

PHMAT 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 from the Executive Team.

### Trust Structure



# Principles

1. PHMAT (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
      - Pay Committee
      - Trust Standards Committee
      - Audit and Risk Committee
  - The Chief Executive Officer (the CEO)
    - Executive Leader Teaching Learning and Standards
    - Executive Leader for Teaching Learning and Professional Development
  - The Central Team:
    - Chief Finance Officer
    - Facilities and Estates Manager
    - Payroll and Pensions Manager
    - HR Manager
    - Accounts Payable Department
    - Finance Manager
    - Administrative Assistant
    - Business Administration Apprentice
    - Executive Leaders and Estates Support
    - Educational Psychologist
    - Assistant Educational Psychologist
  - Local Governing Bodies responsible for standards, safeguarding and school vision
    - SHE Committee – lead by Executive leaders
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 PHMAT 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.

5. The governance principles of PHMAT recognise the importance of developing relationships with common purpose and they are about developing processes and structures in a changing educational landscape.
6. The governance principles of PHMAT recognise the importance of developing relationships with common purpose and they are about developing processes and structures in a changing educational landscape.
7. We will continue to develop our governance arrangements to shape and take account of best practice in the sector.
8. We are compliant with the principles and regulations set out in the Academy Trust Handbook. PHMAT governance intends to continue to develop its governance in an effort to ensure outstanding practice in governance.
9. 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 a positive Ofsted outcome and hunger to improve still further.
- Ensure that the families surrounding our children have access to the best possible education opportunities for their children.

## Trust Values

- **Personal Growth**
- **Honesty**
- **Mutual Respect**
- **Ambition**
- **Teamwork**

## Trust Vision Statement

We aim to provide outstanding education to enable every child to succeed at all levels. Through a clear vision which drives strategic direction, we endeavour to be recognised as a Trust that retains and grows robust leaders and governance by suitably equipping them to make substantial improvements at pace, putting the children's well-being, safety and education at the heart of every decision.

By establishing a sustainable framework for continuous improvement and professional growth, we will provide learning of the highest quality for all stakeholders, enabling success for everyone.

## 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 Central Team**
- **Local Governing Bodies**

The relationship between the Trust Board, the Executive Team, and the Local Governing Bodies 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

PHMAT 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.

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 PHMAT-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.

PHMAT 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.
  - 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 PHMAT 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.

### **Removal of Governors from Local Governing Boards:**

There may be occasions when the Trust Board / Trustee will and can intervene to remove a local Governor if any of the following apply:

- There is a conflict of interest between the Governor, staff and community.
- Where a Governor breaks confidentiality protocol.
- If the Trust and schools within the Trust are brought into disrepute.
- Where a Governor's action hinders the school or Trust in moving forward
- If any safeguarding protocols are breached.
- Where their absence hinders the improvement of the school or the effective functioning of the LGB.
- Where Governor miss up to three meetings and apologies are not accepted at local level or Trust level.

## **Overview of Key Elements of PHMAT Governance**

### **Principal Sponsor and Members**

PHMAT has charitable status. In 2014 the Trust became an academy sponsor, aiming to increase educational opportunity for all young people and to narrow the attainment gap. Work in PHMAT academies is underpinned by a set of shared values including a commitment to parental and community engagement.

### **Trust Board**

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 Academy Trust 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 Trust
- 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 the Executive Team will use to support the determination of the academy development plan.

## Trust Board Sub-Committees

### **Pay Committee**

This committee determines the Trust-wide pay policy and oversees the process of moderation across the Trust. It is responsible for determining and agreeing with the Trust Board, the framework for the remuneration of the Trust's CEO and such other members of the executive management of the Trust. The pay committee also monitors and evaluates the performance of the CEO.

### **Audit and Risk Committee**

This committee is responsible for ensuring the Trust risk register is regularly reviewed and appropriate actions are being carried out to mitigate risk wherever possible. This committee is also responsible for monitoring the outcomes of internal and external auditing.

### **Finance and General Purposes**

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.

### **Trust Standards**

The responsibility of the Trust Standards Committee is to advise the Trust Board on the performance of the quality of education, teaching and assessment and impact on teaching and learning across the Trust.

### **Executive Team**

The PHMAT 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 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 the teaching and learning team, Heads, their staff in each academy and the LGB, to ensure the vision of the Trust Board is achieved.

## **Education Team**

Each Executive Leader is responsible for the oversight of the academies in their cluster and the line management of Heads. The Executive Leader for teaching learning and professional development is also responsible and line manages the Teaching and Learning Team. The Executive Leader for teaching learning and standards has a strategic oversight of outcomes within PHMAT schools.

## **Local Governing Bodies (LGB)**

PHMAT Trustees delegate the running of the academy to the Heads and LGB which specifically has the following duties:

- Supporting the Executive Leaders in holding the Heads 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 and procedures agreed by the Trustees.
- Implementation and authorisation of policies that are academy specific e.g., SRE, Behaviour Policy
- 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.
- Assisting the Trustees in complying with the provisions of the funding agreements where requested from time to time
- 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.
- The development of a staffing structure based on the financial circumstances of the academy to be proposed to Trust Board.

## Overview: Composition of Governance Elements

### Trust Members

- Up to 5 members
- Chairman of trustees

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 Boards

The LGB of PHMAT schools vary in number but have a minimum of five members including the Head, wherever possible. 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 PHMAT LGB includes:

- The Head.
- At least one but no more than two elected parent members, two parent Governors in the case of a joint LGB.
- At least one elected staff member, in the case of a joint LGB one staff member from each school.
- At least one member co-opted by Governors and representing the local community.
- Such other members as the Trust decides.
- A member of the Executive Leadership Team.

A PHMAT Governor represents Trust on the LGB 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 total membership of any LGB shall be not less than 5 wherever possible and not more than 15. The LGB may also appoint optional Associates to provide specific skills, knowledge and/or experience to the LGB. 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 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
2. Strategy and Quality
3. Education
4. Estates and Technology
5. Finance

Key:

<b>R – Responsible</b>	The person(s) who actually carries out the process or task assignment; responsible for getting the job done.
<b>A – Accountable</b>	The person/group ultimately accountable for the process or task being completed appropriately; responsible person(s) are accountable to this person/group.
<b>C – Consulted</b>	People who are not directly involved with carrying out the task, but who are consulted, provide information and with whom there is two-way communication.
<b>I - Informed</b>	Those who receive information about the process or task or need to stay informed.

HR Effectiveness	Members	Trust Board	CEO	Executive Leaders	LGB	Heads
<b>Appointment – CEO</b>	C	A,R			I	I
<b>Appointment - ELT</b>		A	R	I		I
<b>Appointment – HT / HoS</b>		A,R	R	C	C - for the school	I
<b>Appointment – DHT and AHT</b>			A,R	C	C - for the school	R - for the school
<b>Appointment – central trust staff</b>		A,R	R	C		I
<b>Appointment – school staff</b>			A,R	C	C - for the school	A,R - for the school
<b>Establishing trust wide HR policies</b> – including recruitment, pay policy, capability, grievance and absence policies and all in accordance with all appropriate regulations		A	R	C	I	I

<b>Performance management - CEO</b>		A,R	I			
<b>Performance management – ELT and HT/HoS</b>		A	R	C	C - for the school	I
<b>Performance management – central trust staff</b>			A,R	R		
<b>Performance management – school staff</b>			C	C	A	R
<b>Setting terms and conditions of employment and staff handbook</b>		C	A,R			R - for the school
<b>Dismissal – CEO</b>		A,R	I	I	I	I
<b>Dismissal – ELT and HT/HoS</b>		A,R	C	I	I	I
<b>Dismissal – central trust staff</b>		A,R	C			

<b>Dismissal – school staff</b>		I	C	I	A,R	C
<b>Reviewing discipline and grievance policy</b>		A	R			I
<b>Review central trust team structure</b>		A	R	C		
<b>Organisation restructure – central trust team</b>		A	R	C		
<b>Organisation restructure – school staff</b>		I	C	C	A,R	R
<b>Safeguarding</b>		A	R		A - for the school	R - for the school
<b>Manage and mitigate HR risk</b>		A	R	R		R - for the school
<b>Maintain accurate, effective and secure employee records – central trust team</b>			A	R		

<b>Maintain accurate, effective and secure employee records – school staff</b>			A	C		R - for the school
Ensuring the well-being of all staff including developing and implementing a staff well-being strategy		A	R	C	A - for the school	R - for the school

Strategy Leadership	Members	Trust Board	CEO	Executive Leaders	LGB	Heads
<b>Set vision of the trust</b>		A	R	C	C	C
<b>Set vision and strategic objectives of the schools</b>		A	R	C	A - for school	R - for school
<b>Oversee implementation of the strategic objectives of the trust</b>		A	R			
<b>Oversee implementation of the strategic objectives of the schools</b>		A	R	R	A	R
<b>Compliance: Funding Agreement</b> – comply with all obligations including the Academy Trust Handbook	A	A	R	R	A - for school	R - for school

<b>Compliance: Regulatory</b> – with all regulations which affect the trust (including charity law, company law, employment law and health and safety legislation)	<b>A</b>	<b>A</b>	R	R	<b>A - for school</b>	R - for school
<b>Compliance: Financial Oversight</b> – ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds		<b>A</b>	<b>A</b>	R		R - for school
<b>Compliance</b> – completing the register of business interest and putting in place a procedure to deal with any conflicts of interest and connected party transactions		<b>A</b>	R	<b>I</b>	<b>A - for school</b>	R - for school
<b>Appointment and dismissal of Trustees</b> – ensuring processes are in place for appointment of Trustees (including ensuring that the Trustees have the skills to run the trust)	A, R	C				
<b>Appointment of LGB Governors</b> – ensuring processes are in place for the appointment of LGB Governors (including ensuring that the individuals have the skills to monitor the schools)		A	C		R	C
<b>Appointment of Chairs and Vice-Chairs of LGB</b>		<b>A</b>	C		R unless RI or below	I
<b>Appointment of clerk to trust board and LGB</b>		<b>A</b>	R		C	
<b>To consider whether or not to exercise delegation of functions to individuals/committee (such as LGB)</b>		<b>A,R</b>				

<b>Appointment of the Accounting Officer</b>		<b>A,R</b>				
<b>Appointment of trust external auditors</b>	<b>A</b>	<b>R</b>	<b>C</b>			
<b>Policies</b> – review and approval of trust wide policies (refer to policy review schedule)		<b>A</b>	<b>R</b>			
<b>Policies</b> – review and approval of school level policies (refer to policy review schedule).			<b>C</b>		<b>A</b>	<b>R</b>
<b>Prepare and agree terms of reference for trust board committees</b>		<b>A,R</b>	<b>C</b>			
<b>Prepare and agree terms of reference for LGBs</b>		<b>A,R</b>	<b>C</b>		<b>C</b>	
<b>Performance of trust board</b>	<b>A</b>	<b>R</b>	<b>C</b>			
<b>Performance of trust board committees (including LGB)</b>		<b>A,R</b>	<b>C</b>		<b>I</b>	<b>I</b>

<b>To appoint the IAB (Interim Advisory Board) and disband any ineffective LGB</b>	I	A,R	C		I	I
<b>Training programme for Trustees and LGBs</b>		A	R		R- for school	C- for school
<b>Legal claims</b> – with potential impact on trust or school reputation		A	R		I - for school	I - for school
<b>Manage and mitigate strategic risk</b>		A	R	C		I - for school
<b>Code of conduct</b> – Trustees and LGBs		A,R	I	I	I -for school	I -for school
<b>To consider requests from other schools to join the trust</b>		A	R			

<b>Educational Effectiveness</b>	<b>Members</b>	<b>Trust Board</b>	<b>CEO</b>	<b>Executive Leaders</b>	<b>LGB</b>	<b>Heads</b>
<b>Overall trust strategic plan</b>		<b>A</b>	R	C	C	C
<b>Individual school development plan in line with strategic aims of the trust</b>		<b>I</b>	C	C	A	R
<b>Key performance indicators</b> – setting and reviewing performance of the trust and schools (in relation to academic standards, finance and other matters)		A	R	C	A -for school	R - for school
<b>Quality of teaching</b> – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		I	A	C	A -for school	R - for school
<b>Curriculum</b> – setting the curriculum for the school and reviewing its effectiveness		I	A	C	A -for school	R - for school
<b>Pupil premium</b> – reviewing and challenging the value for money of the pupil premium grant in terms of educational outcomes and narrowing the achievement gap		A	R	C	A -for school	R - for school
<b>Set admissions policy</b>		<b>A</b>	R		C -for school	C - for school

<b>Admission application decisions and appeals</b>		<b>A</b>	R		R -for school	C
<b>Collective worship arrangements for school, without religious character</b>					A	R
<b>Pupil issues</b> – including attendance, exclusions, punctuality and disciplinary matters		I	I	C	A	R
<b>School hours</b> – setting the opening and closing times of the school			C		A	R
<b>Term dates</b>		<b>A</b>	R		I	I
<b>School lunch</b> – ensure provided to appropriate nutritional standards			A	C	A - for school	R- for school
<b>Provision of free school meals to those meeting criteria</b>			A		A - for school	R- for school
<b>Formal collaboration and partnership agreements</b>		I	A	C	I - for school	R- for school

<b>Informal collaboration and arrangements</b>			A	C		R- for school
<b>Manage and mitigate educational risk</b>		A	R			R- for school
<b>Post-inspection action plan</b>		A	R	C	A- for school	R- for school
<b>Assemble data for pupil assessment and other returns</b>		A	R		A- for school	R- for school
<b>Prohibit radicalisation, promote equality, diversity and tolerance and ensuring the balanced treatment of political issues</b>		A	R		A- for school	R- for school
<b>Ensuring the well-being of all pupils including developing and implementing a pupil well-being strategy</b>		A	R		A- for school	R- for school

<b>Operations &amp; Estates Effectiveness</b>	<b>Members</b>	<b>Trust Board</b>	<b>CEO</b>	<b>Executive Leaders</b>	<b>LGB</b>	<b>Heads</b>
<b>Central services</b> – determining and allocating central services provided to the schools by the trust		A	R	R	I	C

<b>Central services</b> – overseeing the effectiveness of the central services provided to the schools by the trust		A	R	R	I	C
<b>Developing school buildings and facilities estate long term strategy</b>		A	R	R	I - for the school	C - for the school
<b>Maintaining buildings and developing properly funded maintenance plan</b>			I	R		I - for the school
<b>Arranging insurance for the trust and its schools</b>		A	R	R		
<b>Media and PR</b> – overseeing public relations activities to project the activities of the trust and school to the wide community		A	R		I	C - for the school
<b>Trust prospectus and web site</b>		C	A	R		
<b>School prospectus and web site</b>			C		A - for the school	R - for the school
<b>Dealing with <i>Trust</i> complaints</b>		A	R			

<b>Dealing with <i>school</i> complaints</b>		A - if complaint re LGB	I,R		A - for the school	R - for the school
<b>Manage and mitigate operational and estates risk</b>		A	R	R		R - for the school
<b>Comply with all GDPR legislation and good practice</b>		A	R	R		R - for the school
<b>Ensure health and safety regulations are followed</b>		A	R	R	R - for the school	R - for the school
<b>Premises security</b>		I	A	R		R - for the school
<b>Premises management</b>		I	A	R		R - for the school

<b>Financial Effectiveness</b>	<b>Members</b>	<b>Trust Board</b>	<b>CEO</b>	<b>Executive Leaders</b>	<b>LGB</b>	<b>Heads</b>
<b>Funding model</b> – agreeing a funding model across the trust and develop an individual funding model for each school so as to secure the trust's financial health in the short, medium and long term (top slice)		A	R	R		I

<b>Central trust annual budget</b> – formulating and setting including 3 year forecast		A	R	R		
<b>Central trust annual budget</b> – ensuring delivery of agreed budget		I	A	R		
<b>School annual budget</b> – formulating and setting including 3- year forecast		A	R	R		C- for school
<b>School annual budget</b> – ensuring delivery of agreed budget		I	A	R		R- for school
<b>Financial key performance indicators</b> – setting		A	R	R		I
<b>Financial key performance indicators</b> – reporting		I	A	R		I - for school
<b>Financial policies</b> – establishing policies and procedures to ensure compliance with the trust's financial reporting requirements		A	R	R	I	I
<b>Establish financial decisions levels and limits</b>		A	R	C	I	I

<b>Maintain proper financial records</b>			A	R		R- for school
<b>Statutory financial reporting</b> – annual accounts	I	A	R	R		
<b>Statutory financial reporting</b> – other including ESFA requirements		A	R	R		
<b>Investments</b> – agreeing the investment policy in line with the Academy Trust Handbook and any internal policies and controls		A	R	R		
<b>Procurement</b> – agreeing the procurement policy to be used for all suppliers in line with the Academy Trust Handbook and other regulations as applicable		A	R	R		I
<b>Procurement</b> – identify additional services to be procured on behalf of the school			A	R		C
<b>Procurement</b> – ensure central procured services provide value for money		A	R	R		C
<b>Lettings</b> – setting school specific lettings policies in accordance with the Funding Agreement, Academy Trust Handbook and internal policies and controls			A	R		C - for school

<b>Collect income due to the school</b>			1	C		A,R - for school
<b>Submitting grant applications</b>		A	A	R		R - for school
<b>Approval of borrowing</b>		A	R	R		
<b>Ensuring VAT compliance</b>		I	A	R		R - for school
<b>Manage and mitigate financial risk</b>		A	R	R		
<b>Bad Debt Write Off – Below £500</b>		I	I	A		
<b>Bad Debt Write Off – Above £500</b>		A	R	R		

# **PHMAT Trust Board Committee Terms of Reference**

## **Finance and General Purposes Committee**

### **Constitution**

The Trust Board hereby resolves to establish a committee of the Board to be known as the Finance & General Purposes 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 cost centres for items of expenditure costing up to £15,000 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 Academy Trust Handbook and the Academy Funding Agreement.

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 external 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 external 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. 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.

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 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.

## Safety, Health and Environment Committee

The Perry Hall Multi Academy Trust's Safety, Health and Environment Committee will liaise with the 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 planning of new capital projects.

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 half 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, the Executive Leader, Heads and other appropriate representatives.

### Terms of reference

- To establish and review a Building Development Plan.
- To advise the Governing Body on 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.
- To take responsibility for health and safety with regards to the buildings and grounds.
- To alert the LA 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 process applications for the hire of school premises.
- To contact and liaise with the LA in matters relating to building work.
- To oversee the internal decoration of the Schools in the Trust.

- To approve maintenance contracts for all site electrical and mechanical work.
- To arrange competitive pricing for the day-to-day maintenance of the buildings and grounds.
- To approve site contracts for cleaning and ground maintenance.
- To review the security of the buildings and grounds.
- To prepare and review a lettings policy.
- To advise the Governing Body on matters relating to community use.
- To prepare and review an Emergency Response Plan in line with LA regulations.
- To oversee premises related funding bids.
- To hire builders, surveyors, architects and ground maintenance workers, and monitor their standards.

## 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 regrading's, 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..

# Trust Standards Committee

## 1 Constitution

- 1.1 The trust board (the **Trustees**) of Perry Hall Multi-Academy Trust (PHMAT) hereby resolves to establish a sub-committee to be known as the Standards Committee (the committee).
- 1.2 The committee will be established to consider all education and personnel matters relating to the performance at each academy within PHMAT.
- 1.3 The Chief Executive and other members of the Executive team will routinely attend meetings.

## 2 Membership

- 2.1 The committee shall have a minimum of three and a maximum of five members. A majority of committee members must be Trustees and the trust board will ensure committee members have the necessary skills, background and experience to properly fulfil the committee functions.
- 2.2 Subject to paragraph 2.3, the Trust Board shall at the first meeting of each academic year elect a Trustee to act as chair of the committee (the **chair**). The committee will elect a temporary replacement from among the members present at the meeting in the absence of the chair.
- 2.3 No person may act as chair unless they are also a member of the Trust Board
- 2.4 The Trustee shall ensure that a clerk is provided to take minutes at meetings of the committee.
- 2.5 The committee may invite attendance at meetings from persons who are not Trustees or committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the chair but shall not be entitled to vote.
- 2.6 Only Trustees assigned to the committee and members of the committee will be entitled to vote.

## 3 Remit and Responsibilities of the Committee

- 3.1 The committee shall be responsible for the matters set out in Annex 1. This should be read in line with the trust's scheme of delegation.

## 4 Proceedings of Committee Meetings

- 4.1 The committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.

- 4.2 The committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.
- 4.3 Any two committee members can request that the chair convene a meeting by giving no less than 14 days prior notice.
- 4.4 The quorum for the transaction of the business of the committee shall be a majority of the committee members and no vote on any matter shall be taken at a meeting of the committee unless the majority of members of the committee present are trustees.
- 4.5 Every matter to be decided at a meeting of the committee must be determined by a majority of the votes of the members present and voting on the matter.
- 4.6 Each member present in person shall be entitled to one vote.
- 4.7 Where there is an equal division of votes the chair shall have a casting vote.
- 4.8 A register of attendance shall be kept for each committee meeting and published annually.

## **5 Authority**

- 5.1 The committee is authorised by the trust board to:
  - 5.1.1 carry on any activity authorised by these terms of reference and the scheme of delegation; and
- 5.2 seek any appropriate information that it requires from any officer of the trust Any decisions taken by the committee will be decisions deemed to have been taken by the trust board, unless it is only a recommendation for the trust board to consider and ratify.

## **6 Reporting Procedures**

- 6.1 Minutes of the meeting will be produced and approved at the next meeting of the committee.
- 6.2 Copies of the minutes will be made available to the trust board upon approval.
- 6.3 The chair of the committee shall provide a verbal report to the trustees at the meeting of the trust board that immediately follows the committee meeting, outlining any key recommendations, concerns or decisions that were made during the last meeting.
- 6.4 If the chair of the committee is absent from the meeting of the trust board that immediately follows the committee meeting, then another committee member will provide a verbal report as outlined in 6.3.
- 6.5 The committee shall arrange for the production and delivery of such other reports or updates as requested by the trust board from time to time.
  - 6.5.1 and all officers shall be directed to co-operate with any request made.

## **Annex 1**

### **Responsibilities of the Standards Committee**

To consider all education and employment matters relating to the performance of each academy within PHMAT. Agreeing, monitoring and evaluating the effectiveness of common policies and practices including:-

- Annually review the academy targets
- Receive and review data available for each academy.
- Monitor, evaluate and challenge any variability of pupils performance outcomes between academies within the trust.
- Monitor and review progress against the strategic educational targets in the trust delivery plan.
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans.
- Consider, review and approve policies related to standards and quality of teaching and learning.
- Receive and consider any external reports (e.g. Ofsted, safeguarding audit, SEND audit) on the work of the academies within PHMAT.
- Monitor and challenge the impact of pupil premium and any other related funding on pupils performance and outcomes.
- Monitor and challenge pupil performance and outcomes for disadvantaged groups.
- Review the curriculum provision across the trust ensuring it remains broad and balanced.
- Evaluate any changes in legislation where it may affect the curriculum delivery, and advise the Trust Board accordingly.
- To liaise with the finance, audit and risk committee on the relative funding priorities necessary to deliver the curriculum.
- Monitor and challenge in the following areas of activity across the Trust:-
  - Admissions
  - Attendance

- o Exclusions
  - o Safeguarding arrangements
  - o Teaching and learning
  - o Extended provision
- To monitor and evaluate the impact of CPD on improving performance.
- To monitor and evaluate the effectiveness of leadership and management.
- Maintain a strategic overview of all matters relating to the employment and wellbeing of staff.
- Be familiar with the trust policy for performance management and pay to monitor compliance and that these policies include all staff.
- Ratify decisions concerning pay progression for teaching staff.
- Receive a report from the Chief Executive on the performance of the principals and executive team including decisions regarding their pay awards.
- To monitor, review and approve all HR policies timescales permitted, in the event that there is insufficient time the policies will go to the full trust board for review and approval.
- To ensure staffing procedures (including recruitment) follow equalities legislation.
- To review education and human resources due diligence information for new schools joining the trust to assist the work of the trust board, timescales permitting.
- To review staffing structure across the trust at least annually.

## **Audit and Risk Committee**

### **1. Responsibilities**

- to maintain an oversight of the Academy Trust's financial, governance, risk management and internal control systems
- to report findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the trust's annual reporting requirements.

### **2. Authority**

- the Audit and Risk Committee is a Committee of the Academy Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board.
- the Audit and Risk Committee is authorised to
  - request any information it requires from any employee, external audit, internal audit, or other assurance provider.

- obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

### **3. Composition**

- the membership of the committee will comprise a minimum of 3 trustees.
- employees of the trust should not be audit and risk committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions.
- the chair of trustees should not be chair of the audit and risk committee.
- where the audit and risk committee is combined with another committee, employees should not participate as members when audit matters are discussed.
- until otherwise determined by the board of trustees, a quorum shall consist of 2 members of the committee.
- at least one member of the audit and risk committee should have recent or relevant accountancy, or audit assurance, experience.
- any trustee may attend a meeting of the audit and risk committee, including those who are not members of the audit and risk committee.

### **4. Reporting**

The Audit and Risk Committee will:

- report back to the Trust Board regularly every term.
- provide an annual summary report provided by the internal scrutineer / auditor and areas reviewed by internal scrutiny / audit covering key findings, recommendations, and conclusions

### **5. Coverage**

The Audit and Risk Committee will:

- advise the board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration. Considerations may include:
  - the auditor's/scrutineer's sector expertise
  - their understanding of the trust and its activities
  - whether the audit process allows issues to be raised on a timely basis at the appropriate level
  - the quality of auditor/scrutineer comments and recommendations in relation to key areas
  - where relevant the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers
  - the auditor's/scrutineer's use of technology
- ensure there is co-ordination between internal audit/scrutiny and external audit and any other review bodies that are relevant

- consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.
- encourage a culture within the trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees
- provide minutes of all Audit and Risk Committee meetings for review at board meetings
- 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.
- Ensure that the Trusts internal audit service meets, or exceeds, the standards specified in the Academy Trust Handbook.
- Consider internal audit reports, including value-for-money reports and the arrangements for their implementation.
- 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.

### **External Audit**

- review the external auditor's plan each year
- review the annual report and accounts
- review the auditor's findings and actions taken by the trust's SLT in response to those findings
- produce an annual report of the committee's conclusions to advise the board of trustees and members.

### **Internal Scrutiny**

- take delegated responsibility on behalf of the board of trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academy Trust Handbook.
- conduct a regular review of the risk register
- agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- advise the trustees on the adequacy and effectiveness of the trust's systems of internal control, governance, and risk management processes,
- consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken
- oversee the annual review of the trust's risk register

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

## **Local Governing Bodies**

### **INTRODUCTION**

- 1.1 Perry Hall Multi-Academy Trust (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who are accountable to the Department for Education and have overall responsibility and ultimate decision -making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.
- 1.2 The following academies are currently operated by the Trust:
- **Perry Hall Primary School**
  - **Berrybrook Primary School**
  - **Dunstall Hill Primary School**
  - **Birds Bush Primary School**
  - **Stanley Road Primary School**
  - **Woodthorne Primary School**
  - **Forest Hills Primary School**
  - **Mesty Croft Primary School**
  - **Sledmere Primary School**
  - **Tillington Manor Primary School**
- 1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Body (“LGB”) for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “Articles”).
- 1.4 The Trustees may review these terms of reference at any time but shall review them at least annually.
- 1.5 These terms of reference may only be amended by the Board of Trustees.

## **2. CONSTITUTION OF THE LGBs**

2.1 Members of the LGB shall be known as “Governors”.

2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time

2.3 Subject to clause 2.2, the composition of the Local Governing bodies for the Academies shall be as follows:

2.3.1 The CEO representing the MAT Board Trustees (with voting rights);

2.3.2 the Headteacher / Head of School of the Academy / Executive Headteacher (or the CEO if no such person is appointed);

2.3.3 up to 2 staff Governors excluding the Headteacher / Head of School (one to be teaching and one to be non-teaching wherever possible);

2.3.4 Where there is a joint LGB 1 staff Governor from each school excluding the Head

2.3.5 up to 2 parent Governors; and

2.3.6 at least 4 co-opted Governors.

2.4 The procedure for the appointment and the removal of Governors shall be as set out in Annex 1.

### **3. PROCEEDINGS OF THE LGB**

The proceedings for meetings of the LGB shall be as set out in Annex 2.

### **4. RELATIONSHIP BETWEEN THE BOARD AND LGB**

4.1 The LGB shall in carrying out its role:

4.1.1 promote high standards and aim to ensure that students and pupils are attending a successful school which provides them with a good education and supports their well-being;

4.1.2 be responsible to the Trustees for its actions and follow the expectations of Governors as laid down by the Trustees;

4.1.3 aim to establish that it is competent, accountable, independent and diverse that promotes best practice in governance;

4.1.4 aim to ensure that its Governors promote and uphold high standards of conduct, probity and ethics;

4.2 The Trustees shall support the work of the LGB by:

- 4.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision;
- 4.2.2 ensuring that systems are put in place to allow the Governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Headteacher/Head of School and the senior leadership team of the Academy; and
- 4.2.3 ensuring that the Governors have access to high quality training.
- 4.3 Without prejudice to the Trustees' other rights to remove any Governor and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an LGB they may amongst other actions:
  - 4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees;
  - 4.3.2 suspend or remove any or all of the matters delegated to the LGB;
  - 4.3.3 suspend or remove any or all of the Governors of the relevant LGB;
- 4.4 The Trustees may require a governance plan of action where:
  - 4.4.1 the Academy is predicted to have a deficit budget (both revenue and capital);
- 4.5 The Trustees may vary the matters delegated where:
  - 4.5.1 the LGB act outside its delegated powers and limitations;
  - 4.5.2 the LGB are in breach of these terms of reference;
- 4.6 The Trustees may remove Governors where:
  - 4.6.1 the Academy is in [material] breach of its funding arrangements;
  - 4.6.2 the LGB is in material breach of these terms of reference or has persistently breached these terms of reference.
- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the LGB.

## **5 DELEGATED POWERS**

## **General principles**

- 5.1 In the exercise of its delegated powers and functions, the Governors of the LGB shall:
  - 5.1.1 ensure that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
  - 5.1.2 promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees from time to time;
  - 5.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
  - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
  - 5.1.5 be open about decisions and be prepared to justify those decisions;
  - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and
  - 5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.
- 5.2 Each Governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs. It is a Governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- 5.5 Annex 3 sets out the powers retained by the Trust and delegated from the Trustees to the CEO, the Heads and LGBs.
- 5.6 For the avoidance of doubt, where a power is not expressly delegated to the CEO, any LGB or Head it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 5.7 Annex 3 may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.

- 5.8 Notwithstanding the application of any provision of these terms of reference, if the Chair of the LGB or the Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with [the CEO.]

# **Annex 1 – Appointment and Removal of Governors**

## **1 Staff Governors**

- 1.1 The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy
- 1.2 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an appointment of the staff Governors. This will be based on a skills audit.

## **2 Parent Governors**

- 2.1 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an appointment of the parent Governors. This will be based on a skills audit.
- 2.2 Where a vacancy for a parent Governor is required to be filled, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by appointment, informed that he/she is entitled to stand as a candidate, and given an opportunity to do so. However, this will be based on a skills audit which will be based on the need of the LGB.
- 2.3 Any appointment of persons who are to be the parent Governors which is contested shall be held by decided by The Trust Board.
- 2.4 Where the number of parents standing for appointment is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

## **3 Co-opted Governors**

- 3.1 Co-opted Governors of the LGB shall be appointed by the Trustees. He or she must be:
  - a) a person who lives or works in the community served by the Academy; or
  - b) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the government and success of the Academy.
- 3.2 The Trustee may not appoint an employee of the Trust as a co-opted Governor.

## **4 Term of office**

**4.1** The term of office for any Governor shall be 4 years, save for the Head of the Academy (as applicable) who shall remain a Governor until he or she ceases to work at the Academy.

**4.2** Subject to remaining eligible to be a particular type of Governor, any person may be re-appointed or re-elected to the LGB.

## **5 Resignation and removal**

**5.1** A person serving on the LGB shall cease to hold office if:

- a) he resigns his office by giving notice in writing to the clerk of the LGB;
- b) the Head or a staff Governor ceases to work at the Academy;
- c) the Trustees terminate the appointment of a Governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the Academy.

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

## **6 Disqualification of Governors of the LGB**

**6.1** A person shall be disqualified from serving on the LGB if he would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

## **7 Appointment and removal of Chair and Vice Chair**

**7.1** The Chair and Vice Chair of the LGB shall be appointed by the LGB and may be removed from office by the Trustees at any time.

**7.2** The term of office of the Chair and Vice Chair shall be determined by the LGB. Subject to remaining eligible to be a Governor, any Governor may be re-appointed as Chair or Vice Chair of the LGB.

**7.3** The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:

- a) he ceases to serve on the LGB;
- b) he is employed by the Trust whether or not at the Academy; or
- c) in the case of the Vice Chair, he is appointed to fill a vacancy in the office of the Chair.

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

## **8 Committees**

- 8.1** Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.
- 8.2** The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Headteacher/Head of School or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

## **Annex 2 – Proceedings of the LGB**

### **1. Meetings**

- 1.1** The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 1.2** Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the Governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.
- 1.3** Any Governor shall be able to participate in meetings of the Governors by telephone or video conference provided that he has given reasonable notice to the clerk of the LGB and that the Governors have access to the appropriate equipment.
- 1.4** The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.

### **2. Quorum**

The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the Governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of Governors of the LGB at the date of the meeting, which must include at least one Governor appointed by the Trust.

### **3. Voting**

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

- 3.2 Any Governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the Governors shall be valid and effective as if it had been passed at a meeting of the Governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the Governors.

#### **4 Conflicts of Interest**

- 4.1 Any Governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as defined below)) which conflicts or may conflict with his duties as a Governor of the LGB shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.2 A Governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the Governor or any person living with the Governor as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

#### **5 Minutes of meetings**

- 5.1 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 5.2 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the Governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Clerk of the Directors.

### **Standards Committee**

#### **1 Constitution**

- 1.1 The trust board (the **Trustees**) of Perry Hall Multi-Academy Trust (PHMAT) hereby resolves to establish a sub-committee to be known as the Standards Committee (the committee).
- 1.2 The committee will be established to consider all education and personnel matters relating to the performance at each academy within PHMAT.
- 1.3 The Chief Executive and other members of the Executive team will routinely attend meetings.

## **2 Membership**

- 2.1 The committee shall have a minimum of three and a maximum of five members. A majority of committee members must be Trustees and the trust board will ensure committee members have the necessary skills, background and experience to properly fulfil the committee functions.
- 2.2 Subject to paragraph 2.3, the Trust Board shall at the first meeting of each academic year elect a Trustee to act as chair of the committee (the **chair**). The committee will elect a temporary replacement from among the members present at the meeting in the absence of the chair.
- 2.3 No person may act as chair unless they are also a member of the Trust Board.
- 2.4 The Trustee shall ensure that a clerk is provided to take minutes at meetings of the committee.
- 2.5 The committee may invite attendance at meetings from persons who are not Trustees or committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the chair but shall not be entitled to vote.
- 2.6 Only Trustees assigned to the committee and members of the committee will be entitled to vote.

## **3 Remit and Responsibilities of the Committee**

- 3.1 The committee shall be responsible for the matters set out in Annex 1. This should be read in line with the trust's scheme of delegation.

## **4 Proceedings of Committee Meetings**

- 4.1 The committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.
- 4.2 Any two committee members can request that the chair convene a meeting by giving no less than 14 days prior notice.
- 4.3 The quorum for the transaction of the business of the committee shall be a majority of the committee members and no vote on any matter shall be taken at a meeting of the committee unless the majority of members of the committee present are trustees.
- 4.4 Every matter to be decided at a meeting of the committee must be determined by a majority of the votes of the members present and voting on the matter.
- 4.5 Each member present in person shall be entitled to one vote.
- 4.6 Where there is an equal division of votes the chair shall have a casting vote.
- 4.7 A register of attendance shall be kept for each committee meeting and published annually.

## **5 Authority**

- 5.1 The committee is authorised by the trust board to:
  - 5.1.1 carry on any activity authorised by these terms of reference and the scheme of delegation; and
  - 5.1.2 seek any appropriate information that it requires from any officer of the trust and all officers shall be directed to co-operate with any request made.
- 5.2 Any decisions taken by the committee will be decisions deemed to have been taken by the trust board, unless it is only a recommendation for the trust board to consider and ratify.

## **6 Reporting Procedures**

- 6.1 Minutes of the meeting will be produced and approved at the next meeting of the committee.
- 6.2 Copies of the minutes will be made available to the trust board upon approval.
- 6.3 The chair of the committee shall provide a verbal report to the trustees at the meeting of the trust board that immediately follows the committee meeting, outlining any key recommendations, concerns or decisions that were made during the last meeting.
- 6.4 If the chair of the committee is absent from the meeting of the trust board that immediately follows the committee meeting, then another committee member will provide a verbal report as outlined in 6.3.
- 6.5 The committee shall arrange for the production and delivery of such other reports or updates as requested by the trust board from time to time.

## **Annex 3**

### **Responsibilities of the Standards Committee**

To consider all education and employment matters relating to the performance of each academy within The de Ferrers trust. Agreeing, monitoring and evaluating the effectiveness of common policies and practices including:-

- Annually review the academy targets
- Receive and review data available for each academy.
- Monitor, evaluate and challenge any variability of pupils performance outcomes between academies within the trust.
- Monitor and review progress against the strategic educational targets in the trust delivery plan.
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans.
- Consider, review and approve policies related to standards and quality of teaching and learning.
- Receive and consider any external reports (e.g. Ofsted, safeguarding audit, SEND audit) on the work of the academies within PHMAT.
- Monitor and challenge the impact of pupil premium and any other related funding on pupils performance and outcomes.
- Monitor and challenge pupil performance and outcomes for disadvantaged groups.
- Review the curriculum provision across the trust ensuring it remains broad and balanced.
- Evaluate any changes in legislation where it may affect the curriculum delivery, and advise the Trust Board accordingly.
- To liaise with the finance, audit and risk committee on the relative funding priorities necessary to deliver the curriculum.
- Monitor and challenge in the following areas of activity across the Trust:-
  - Admissions
  - Attendance

- o Exclusions
  - o Safeguarding arrangements
  - o Teaching and learning
  - o Extended provision
- To monitor and evaluate the impact of CPD on improving performance.
- To monitor and evaluate the effectiveness of leadership and management.
- Maintain a strategic overview of all matters relating to the employment and wellbeing of staff.
- Be familiar with the trust policy for performance management and pay to monitor compliance and that these policies include all staff.
- Ratify decisions concerning pay progression for teaching staff.
- Receive a report from the Chief Executive on the performance of the principals and executive team including decisions regarding their pay awards.
- To monitor, review and approve all HR policies timescales permitted, in the event that there is insufficient time the policies will go to the full trust board for review and approval.
- To ensure staffing procedures (including recruitment) follow equalities legislation.
- To review education and human resources due diligence information for new schools joining the trust to assist the work of the trust board, timescales permitting.
- To review staffing structure across the trust at least annually.

### **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 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 Head 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)

To decide whether any child should be admitted to the School

It is considered good practice to appoint the Head onto an Admissions Committee, but Head 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 Head together with at least two other Governors.

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

	MINIMUM NUMBER OF GOVERNORS								
	PERMANENT			ACTING			TEMPORARY		
	LL	SL	INT	LL	SL	INT	LL	SL	INT
Head*	CEO(MTB),, ET + LGB	CEO (MTB),, ET + LGB	CEO, (MTB), ET + LGB	CEO (MTB),, ET + LGB	CEO, ET +LGB	CEO (MTB), ET + LGB	N/A	N/A	N/A
Deputy Headteacher	CEO, ET + LGB	CEO, ET + LGB	CEO, ET + LGB	CEO, ET + LGB	CEO, ET + LGB	CEO, ET + LGB	N/A	N/A	N/A
Assistant Head	CEO, ET + HT + 2 GOVS	CEO, ET + HT +2 GOVS	CEO, ET + HT + 2 GOVS	CEO, ET + HT +2 GOVS	CEO, ET + HT + 2 GOVS	CEO, ET + HT + 2 GOVS	N/A	N/A	N/A
Mainscale Teacher Plus TLR 1	1 G +HT + ET or T&L team	1 G +HT +ET or T&L team	1 G +HT + ET or T&L team	1 G +HT + ET or T&L team	1 G +HT + ET or T&L team	1 G +HT + ET or T&L team	1 G +HT	1 G +HT	1 G +HT
Mainscale Teacher PlusTLR 2	1 G +HT + ET or T&L team	1 G +HT + ET or T&L team	1 G +HT +ET or T&L team	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 LGB. It is expected that It is expected that candidates for Acting HoS Posts will normally be the/a Assistant HoS
  - Appointment of supply staff delegated to Headteacher/ Head of school
- \* = 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 LGB

Abbreviations	LL -Longlisting	SL – Shortlisting
	INT – Interviewing	CH – Chair of LGB
	LGB – Local Governing Body	SS – Senior Staff Member
	HT – Headteacher / Head of School	G – Governor
	CEO- Chief Executive officer	MTB – Member of the Trust Board

ET	Executive Leaders	
----	-------------------	--