



PRESTON HEDGE'S ACADEMY TRUST

SCHEME OF DELEGATION

EFFECTIVE DATE:

APRIL 12TH 2021

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1. INTRODUCTION

- 1.1 Preston Hedges Academy Trust (referred to herein as the “**Trust**”) was established on 6th November 2012 by Preston Hedges Primary School. In consequence of it entering into both a Master Funding Agreement and a number of Supplemental Funding Agreements (the “**Funding Agreements**”), the Trust is a multi-academy trust capable of operating and maintaining a number of academies (the “**Academies**”).
- 1.2 The Trust is both a company limited by guarantee, registered at Companies House (Company Number 8282041) and, by virtue of its charitable object “to.... advance, for the public benefit, education in the United Kingdom. by establishing schools” i.e., the Academies, is a charity. The Trust is not a registered charity but an “exempt” charity, regulated by the Secretary of State for Education, who acts as the principal regulator.
- 1.3 The Trust’s constitution is set out in its “**Articles of Association**” and this Scheme of Delegation has been put in place in accordance with the provisions of the Articles and should be read in the light of them.
- 1.4 The purpose of this Scheme of Delegation is to provide clarity as to the role and responsibilities of those who contribute to the governance and oversight of the Academies and the Trust itself. All those with governance and management responsibilities must be familiar with this Scheme of Delegation so that appropriate steps can be taken to ensure there is sufficient and proper challenge of those with leadership responsibilities, to ensure that senior leaders are held to account for the performance of the Academies and that there is financial stability within the Trust.
- 1.5 The Trustees reserve the right (in their absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility at anytime, noting that it is likely to be reviewed for its effectiveness at least annually. Whilst the Scheme cannot take the form of a legally binding contract between the Trust and the Academies and is subject to the overriding duty on the Trustees of the Trust to act freely and in the best interest of the Trust and the Academies, in so far as the Trustees are able, they agree to abide by the provisions of it and will consult on any significant changes.
- 1.6 The Effective Date of this Scheme of Delegation is 12th April 2021.

2. VISION AND VALUES

2.1 Vision and Values

Purpose:

We believe that every child deserves an excellent education.

Our family of schools collaborate, support and innovate to give every child the best start in life.

We are proudly committed to improving the standards of education in Northamptonshire and Milton Keynes.

The education we provide is based on the ethos of Fun, Creativity and Achievement:

FUN – creating happy confident learners.

CREATIVITY – providing exceptional curriculum experiences that sparks curiosity, imagination and encourages life-long learning.

ACHIEVEMENT – Fulfilling every child's potential with the highest academic outcomes and preparing them as confident, tolerant and compassionate citizens in a global environment.

Vision:

To be a high performing Trust, comparable to other Outstanding Trusts nationwide.

With top quintile pupil outcomes and Ofsted ratings of Good or Outstanding.

For each of our schools to be distinct to its context, supporting their community and making a positive difference locally.

To maintain a culture where people make the difference and matter the most. Ensuring our team are provided with the absolute best opportunities and experiences to develop and learn, through exceptional CPD.

To ensure that well-being is central to what we do.

To be a model of best practice and operational excellence across all aspects of our Trust.

Strategic Pillars:

Growth

People

Educational Excellence

Operational Excellence

Our strategic pillars guide our work and shape our strategy for each academic year.

2.2 Principles for Effective Partnership

The Academies, and those responsible for the governance and management of the Trust and the Academies, have committed to working in partnership, supporting one another and there are clear underlying principles around how that partnership will work:

Equal Partners

The Academies are equal partners within the Trust and at all times the partners will strive for consensus in decision making, recognising that each Academy has both strengths and weaknesses. The Academies will seek to preserve and protect each other's distinctiveness and will be respectful of each Academy's respective ethos. The Academies will work collaboratively with each other, sharing resources, knowledge and best practice, to fulfil the Trust's purpose and vision.

2.2.1 Transparency

All those involved in the running and oversight of the Trust and the Academies will be open and honest in their dealings with each other, at all times acting in good faith and recognising the value of independence and separation in relation to decision making.

2.2.2 Subsidiarity

Decisions are to be taken at the level nearest to those affected by those decisions which is compatible with the principles of solidarity and support for the common good, avoiding unnecessary bureaucracy and aiming in so far as possible to make changes to established practices only where it can be demonstrated there is a reasonable need and in order to learn from experience or adapt to changing circumstances. Where governance responsibility is delegated, appropriate decision-making authority will be given. The parameters of such authority will be clear and those to whom responsibility is given will be required to report to those who retain overall responsibility.

2.2.3 Solidarity

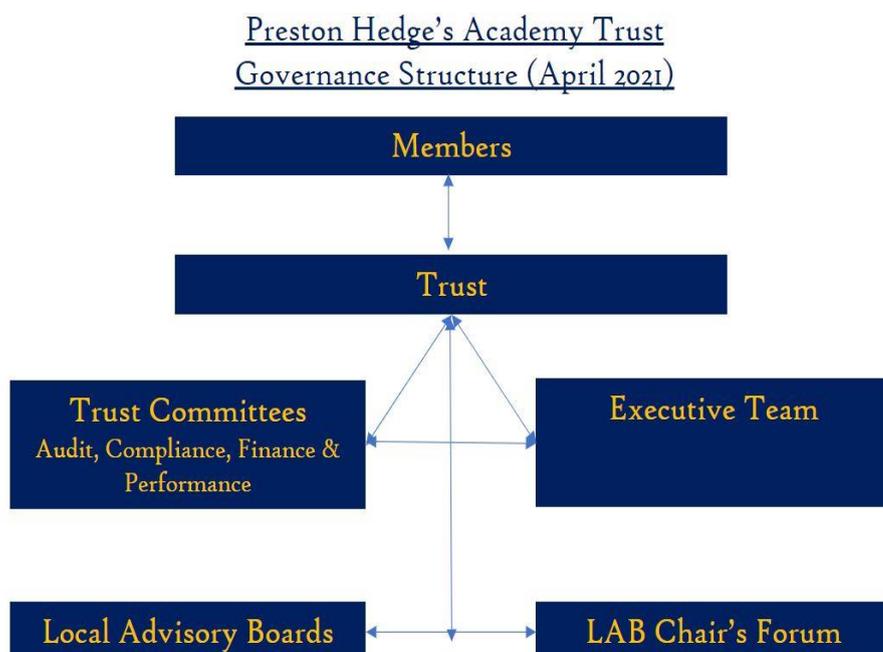
All those with responsibility for the Trust and the Academies share a particular commitment to the mutual support of all Academies for whom the Trust is responsible, especially those that are in need of assistance at any particular time.

2.2.4 The Common Good

All recognise their responsibility towards the common good, not just of the Academies for whom the Trust is responsible, but of all of the families and communities in the areas served by the Trust. The Trustees will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way.

3. ACCOUNTABILITY: GOVERNANCE AND MANAGEMENT STRUCTURES

3.1 Overall Structure



3.2 The Role of Members

- 3.2.1 The nature of the Trust as a company running multiple academies means there are many governance and management layers.
- 3.2.2 The “**Members**” of the Trust are equivalent to shareholders of a trading company but as the Trust is charitable with no power to trade or distribute profit to shareholders, the Members are best viewed as guardians of the constitution, ensuring the charitable object is fulfilled. Each Member’s liability is limited to £10 and, in view of the limited liability and therefore scope for accountability, they have limited governance and no day-to-day management responsibilities.
- 3.2.3 The corporate management and both “trustee” and “director” responsibility for the Trust is vested in the “**Trustees**”, who will also be trustees for charity law purposes and company directors registered with Companies House. The Trustees are personally responsible for the actions of the Trust and the Academies and are accountable to the Members, the Secretary of State for Education and the wider community for the quality of the education received by all pupils of the Academies and the expenditure of public money. The Trustees are required as trustees and pursuant to the Funding Agreements to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trustees meet as a board of Trustees, generally known as the “**Trust Board**”. All Trustees have the same responsibility to act in the best interests of the Trust and the Academies, irrespective of their role on the Board i.e., whether appointed in an executive capacity, such as the “**Chief Executive Officer**”, or nominated by one or more of the Academies.
- 3.2.4 The Trustees oversee the management and administration of the Trust and the Academies run by the Trust and delegate authority and responsibility to others, including executive officers and school leadership teams who can undertake the day-to-day management of the Academies. The Trust Board will continue to have the necessary strategic and legal oversight of the Trust and will monitor all activities, determining the strategic direction of the Trust, assessing the performance of the Academies and establishing and reviewing the policies and practices governing the life of the Academies.
- 3.2.5 Articles 101–104 provide for the appointment by the Trustees of committees or working

groups to whom the Trust Board may delegate certain functions and responsibilities. In addition to the committees referred to later in this Scheme of Delegation, the Trust Board has established “**Local Advisory Boards**” for the Academies to support the Trust Board and the leadership teams within the Academies. The Local Advisory Boards are accountable to the Trust Board in relation to any matter delegated to it.

3.2.6 Article 107 states that the responsibility for appointing the Chief Executive Officer and any Principal or Executive Principal of an Academy (“**Principal**”) is vested in the Trust Board and under Article 105 the Trust Board may delegate such power and responsibility to such persons as are required for the proper management and organisation of the Trust and the relevant Academy as the case may be. All Principals and Executive Principals will report to the Chief Executive Officer, who in turn reports to the Trust Board. Notwithstanding this, the Local Advisory Boards will play an active part in supporting the Principal and Executive Principal and will liaise as appropriate with the Chief Executive Officer and the Trust Board more generally in relation to the oversight of executive officers and leadership teams within the Trust.

3.2.7 The Members are the guardians of the constitution, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust is being fulfilled. Whilst the Members have limited legal and financial responsibility for the affairs of the Trust, the Department for Education recommends that there is some separation between the Members and the Trustees as “this enables members who are independent of the trustees to provide challenge and scrutiny to the board” (Governance Handbook October 2020).

3.2.8 The Department for Education recommends that the Trust has five members, but fewer may be possible and the Articles only require three. Some of the Members may also be Trustees. Where five are appointed, the remaining two shall be entirely independent of the Trustees and the Local Governing Bodies.

3.2.9 The Members’ key responsibilities are:

3.2.9.1 to ensure the Objects of the Trust are met, the Annual Report should address this which will be presented to the Members either at a General Meeting of the Trust held in accordance with the Articles of Association or by other means;

- 3.2.9.2 to determine the Trust's constitution and governance structure, i.e. the Articles; and
- 3.2.9.3 exercising either a direct power under the Articles or a statutory power under the Companies Act 2006 to appoint and remove Trustees (noting any power also of the Trust Board to make such appointments), the latter being exercised sparingly given the management responsibility is vested in the Trust Board.
- 3.2.10 Notwithstanding any provision of the Articles, the Members hereby delegate to the Trustees a power and responsibility to appoint and remove Trustees, which appointments will be ratified at the next General Meeting of the Members. Any removal by the Trust Board of a Trustee appointed by the Members shall only be undertaken with the consent of the Members.

3.3 Role of the Trustees and the Trust Board

- 3.3.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the Academies (which includes taking existing schools into the Trust and opening new schools). The Trustees have the power to direct change where required.
- 3.3.2 As trustees of a charity, the Trustees have a fiduciary duty to act in good faith in the best interests of the charity. This duty includes a responsibility to do the following:
 - 3.3.2.1 to ensure compliance with any legal obligations;
 - 3.3.2.2 to report on the charity's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "**Charity SORP**" and any reporting requirements of the Education Skills and Funding Agency);
 - 3.3.2.3 to fulfil the charitable object of the charity as set out in its constitution (i.e., the **Articles of Association**) and to act in a way which is compliant with the rules of the charity contained in the Articles;
 - 3.3.2.4 to act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets;
 - 3.3.2.5 to act prudently in the financial management of the Trust, avoiding putting any assets,

funds or reputation of the Trust at undue risk;

3.3.2.6 to exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient; and

3.3.2.7 to act responsibly, getting advice from others, including professional advisors, where appropriate.

3.3.3 The Trustees must act independently and in the best interest of the Trust, even if those interests' conflict with those of the body or organisation that might have appointed or nominated such Trustee to serve on the Trust Board. This will include a conflict of loyalty where there is no obvious benefit involved, as well as a conflict of interest. The Trust Board has adopted a formal **Conflict of Interest Policy**, attached to this Scheme of Delegation as Appendix 6, in order to assist all those involved in the running of the Trust at every level to avoid and manage conflicts. Specific attention must be given to any arrangement whereby a Member or Trustee will personally benefit from an arrangement and the Conflict-of-Interest Policy makes reference to the ESFA's guidance on "related party transactions" which all those involved in the running of the Trust must have regard to. This does recognise however the fundamental and necessary relationships between the Members, the Trustees and the Academies in both governance and management terms and that individuals may serve in a number of capacities and at numerous levels within the Trust.

3.3.4 The specific tasks and responsibilities of the Trust Board are as follows:

3.3.4.1 to determine and fulfil the shared purpose and vision of the Trust and the Academies, acknowledging the uniqueness of each individual Academy and the needs of the communities they serve.

3.3.4.2 to develop a strategic plan for the Trust and to effectively communicate that plan so this can be implemented across the Trust and all the Academies, including deciding on any future expansion of the Trust and developing the relationship that the Trust has with the Secretary of State for Education (including also the Department for Education, the Education Skills and Funding Agency and Ofsted);

3.3.4.3 to develop and support strategic partnerships with other bodies and organisations,

including service providers and government agencies, which will further the Trust's strategic plan;

3.3.4.4 to provide challenge and support to the Chief Executive Officer, Executive Principals and the Principal

3.3.4.5 to determine and ensure the implementation of policies and procedures which it is intended will achieve a consistently high standard of education and financial prudence across the Trust dealing with (but not limited to) the following:

- Human Resources/Employment
- Audit & Risk Management
- Financial Management
- Contingencies and Reserves
- Governance
- Health & Safety
- Safeguarding
- Standards and Educational Performance
- Operational Matters
- Data Management
- Complaints and Appeals
- Legal Compliance

- 3.3.4.6 to make or facilitate the making of suitable appointments of individuals who will serve on the Local Advisory Boards, including removing such individuals who fail to fulfil the expectations of them as set out in this Scheme of Delegation and the Code of Conduct (Trustees are not expected to serve on a Local Advisory Boards but will join meetings to ensure there is effective communication between the Trust and its schools);
- 3.3.4.7 to approve the overall Trust budget and the heads of expenditure within the Academies establishing Audit, Compliance, Finance and Performance Committees to support the Trust Board in this function.
- 3.3.4.8 to supervise the effectiveness of the Academies and the Executive Principals and Principals, ensuring there is regular reporting through the Chief Executive Officer and proper management of outcomes and objectives, intervening if necessary, in accordance with the procedures set out in this Scheme of Delegation;
- 3.3.4.9 To formally appoint the Chief Executive Officer, Executive Principals and Principals, supporting or undertaking their performance management by the Chief Executive Officer (as appropriate) and ensuring there are programmes in place for the professional development and review of performance of all staff;
- 3.3.4.10 to ensure there is a comprehensive system of support in place within the Academies, emphasising the benefits of collaborative working across the Academies and procurement efficiencies for common services and resources;
- 3.3.4.11 to ensure there is a proper system for the internal audit of the accounts of the Trust (including the Academies) and the financial procedures followed by the Academies, facilitating the preparation of the Trust's and the Academies' accounts and carrying out periodic internal audits of the Academies' financial processes, procedures and accounting records (a separation of the finance and audit function may be undertaken at some stage.
- 3.3.4.12 to act as the ultimate decision maker in relation to any appeals by staff following disciplinary or grievance pro

- 3.3.4.13 to act as the ultimate decision maker in relation to any appeals by staff following disciplinary or grievance procedures;
- 3.3.4.14 to ensure proper advice is available to the Trust and the Academies in relation to legal and compliance matters;
- 3.3.4.15 to ensure that insurance or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third-party liability and Trustee liability.
- 3.3.5 The **Code of Conduct and Role Responsibilities for Trustees** is set out in Appendix 4. Specific skills may be needed if a Trustee is to take responsibility for and lead on a specific area, or to undertake the role of the Chair of the Trust. A regular skills audit will be undertaken annually, and Trustees should expect to be able to articulate their contribution to the success of the Trust and the Academies.

3.4 Role of the Chief Executive Officer and the Executive Team

- 3.4.1 The “**Executive Team**” is the executive arm of the Trust Board, focusing on operations and resources (including HR, finance and policies) and supporting the educational performance of the Academies. It operates under the leadership and direction of the “**Chief Executive Officer**”. The Executive Team works directly with the staff in each Academy to ensure that the Trust’s strategic plan (incorporating the Academies development plans) is being implemented and the required outcomes are achieved in accordance with the purpose and vision of the Trust Board. Any member of the Executive Team may be asked to report to the Trust Board and attend meetings of the Trustees but, except for the Chief Executive Officer, will not serve as Trustees.
- 3.4.2 The Chief Executive Officer will be the “**Accounting Officer**” for the Trust, who is personally responsible to Parliament and to the accounting officer of the ESFA for the resources under the control of the Trust. The essence of the role is a personal responsibility for the propriety and regularity of the public finances for which they are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; for ensuring value for money; and for the efficient and effective use of all the resources in their charge. Essentially the Accounting Officer must be able to assure Parliament and the public of high standards of probity in the management of public funds.
- 3.4.3 The primary responsibilities of the Executive Team are:
- to manage the processes for schools joining the Trust (including carrying out appropriate due diligence and identifying any actions required to address areas of weakness or opportunities for improvement)
- 3.4.3.1 to advise on and facilitate or provide (as required) the necessary operational and management support to each Academy, advising on policies in core areas of the operation in accordance with the requirements of the Trust Board. These core areas include legal compliance, risk management, teaching and learning/standards, training (Governor and staff), financial management, HR, payroll and ICT;

- 3.4.3.2 to specify management controls and reporting requirements, audit the associated processes, procedures and outcomes in each Academy, identify and deliver appropriate training and support and (as the Chief Executive Officer) report to the Trust Board on progress and concerns.
- 3.4.3.3 to provide operational and management support to the Executive Principals and Principals and senior leadership teams within the Academies (including advising on expenditure and target setting), as well as assist the Local Advisory Boards in achieving the collective strategic aims and objectives.
- 3.4.3.4 to approve staffing structures within the Academies, identifying areas where collaboration will lead to improvements in teaching and learning and/or efficiencies;
- 3.4.3.5 to implement and review systems for the benchmarking of the Academies across the group (including financial as well as educational performance), developing systems for cross fertilisation and supporting the Trust Board in maximising the opportunities for resource sharing and collaboration;
- 3.4.3.6 to ensure that insurance or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third-party liability and director/trustee liability;
- 3.4.3.7 to undertake the strategic management of the whole school estate, advising the Trust Board on areas of risk and assessing the Trust's overall safeguarding responsibilities, including drawing up a long-term estate plan which identifies areas in need of expansion and/or development and areas likely to be surplus to requirements;
- 3.4.3.8 to take a lead on any capital bids and allocations, supporting the Academies' premises teams to carry out works safely and cost effectively; and
- 3.4.3.9 putting forward budgets for the Trust (and each of the Academies) for the Trust Board to approve.
- 3.4.4 The Executive Team under the direction of the "Finance Director" will also supervise and facilitate the production of accounts (both at Academy and Trust level) and the

auditing of those accounts for disclosure purposes and will report on the activities of all the Academies to the relevant statutory bodies.

- 3.4.5 The cost of the functions undertaken by the Executive Team and the Trust Board (including the Chief Executive Officer) are generally funded on a fair and equal basis by the Academies by the contribution of a percentage of the government funding provided for each Academy (the “**Support Cost Contribution**”). This contribution will be set each year against a budget for the shared costs approved by the Trust Board. The percentage may vary according to the level of activity carried out by the Executive Team. Additional funding received by the Trust from other sources (such as government grants and income received from other schools and organisations in return for traded services) will contribute directly to the shared costs and will offset the Support Cost Contribution required from the Academies. An Academy may be asked to reimburse any third-party costs payable to consultants where additional support has been agreed or has been needed.

3.5 Role of the Local Advisory Board (LAB)

3.5.1 The role of those serving on a Local Advisory Board is an important one. The primary focus of the Local Advisory Board is to promote the best interests of all the children and their families within their school and the wider Trust. They will provide an opportunity to support the 'uniqueness' of each school in terms of learning opportunities available, enhancing school wellbeing and a focus on the needs of the local community. The Local Advisory Board will enhance community engagement through being a collective channel of communication. The focus of enhancing community engagement reflects the Trust's purpose and vision and will be particularly important for the growth of the PHAT.

3.5.2 Those serving on such Local Advisory Boards are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the Academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience. As with the Trustees, the members of the Local Advisory Board must comply with the Trust's Conflict of Interest Policy Appendix 6 and Local Advisory Board code of Conduct Appendix 5.

3.5.3 The Local Advisory Board will achieve its primary focus by fulfilling the following:

- Understanding the broad curriculum of the school
- Supporting each school through the promotion of the Trust's values and ethos
- Supporting educational priorities within each school by engaging with local communities and sharing, within the appropriate forum, the views of various local community stakeholders (including children, parents, staff and members of the wider local community)
- Acting as a crucial communication channel between the Principal, the wider school community, Chief Executive Officer and Trustees

3.54 The Local Advisory Board will consist of the following members:

- The Chair, appointed by the Trustees
- School Principal
- Staff member
- Three parents who have been appointed
- Two community members
- Members of the Trust

Other authorised attendee(s) as appointed and invited by the Local Advisory Board can attend a meeting in order to assist or advise on a particular matter or on a range of issues. The Chair of Trustees, Chief Executive Officer and Executive Principal may also attend the LAB meetings. The LAB members will be expected to both take an interest and participate in the school's activities, and where appropriate, Trust wide training events as well as attending the Trust AGM.

3.6 Committees and Further Delegation

3.6.1 Subject to the provisions of the Articles of Association, in addition to the Local Advisory Boards the Trust Board may establish any other committee or working group to advise and inform the Trustees to support them in their decision making.

3.6.2 The Local Advisory Boards are not expected to establish any sub- committees but may establish a working group to deliver a specific project, whether in conjunction with the Trust Board or alone, subject to the approval of the Trust Board.

3.6.3 Provided such power or function has been delegated to the Chief Executive Officer, the Chief Executive Officer may further delegate to the Executive Principal or Principal or any other holder of an executive or leadership post, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions or requirements the Trust Board may impose and shall be

consistent with any policy or statement of recommended practice issued from time to time by the Trust Board and may be revoked or altered by the Trust Board at any time.

- 3.6.4 Where any power or function of the Trust Board is exercised by the Chief Executive Officer or the Executive Principal or Principal or any other holder of an executive or leadership post (as the case may), that person shall report to the Trust Board in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Trust Board immediately following the taking of the action or the making of the decision.
- 3.6.5 Those to whom delegated responsibility is given must acknowledge the limitations on their authority and must not act outside of their authority. Any wilful disregard of the matters expressed in this Scheme and in particular the Terms of Reference for the Local Advisory Board is likely to lead to a removal of delegated authority. No alteration of the Articles or change to the Scheme or removal of delegated authority shall invalidate any prior act of the Local Advisory Board which would have been valid if that alteration or withdrawal had not been made.
- 3.6.6 As a matter of general principle, the Local Advisory Board and the Academy more generally will adopt and will comply with all policies adopted by the Trust Board and will comply with any direction issued by the Trust Board and have regard to any advice given.

4 Delegation of other matters

4.1 Curriculum and Standards

- 4.1.1 The Chief Executive Officer shall be responsible for the setting and review of the education plan outlining the education priorities for the Academies in recognition of the Trust Board's obligation to the Secretary of State to provide a broad and balanced curriculum.
- 4.1.2 Whilst the Executive Principal and Principal shall be responsible for the standards achieved by the Academy and the pupils attending the Chief Executive Officer shall support the Executive Principal and Principal of the Academy in setting targets and reviewing the performance data, both following such advice and recommendations of the Chief Executive Officer as they might issue from time to time in relation to benchmarking and locally agreed priorities.
- 4.1.3 The Principal with the support of the Executive Principal will be responsible for the curriculum on a day-to-day basis and for implementing any strategic plan for the improvement of standards and attainment at the Academy.
- 4.1.4 The Principal under the direction of the Executive Principal shall develop and with the support of the Chief Executive Officer implement any action plan designed to address any area in need of improvement in the Academy.
- 4.1.5 Where school outcomes are below Trust Board expectations or were below in last academic year, the executive team will under the direction of the CEO direct all aspects relating to Teaching, Learning and standards in the school.
- 4.1.6 The Chief Executive Officer shall deploy an Executive Principal to direct school improvement plans within a school as required and to lead and manage the school with the approval of the Trust Board.
- 4.1.7 The Local Advisory Body will also promote and develop links with local businesses and community organisations which are designed to enrich the school life of pupils and foster citizenship.

4.2 Personnel

- 4.2.1 The formal power to appoint all staff, including the Principal of each Academy, is vested in the Trust Board, who will delegate appointment decisions to the Chief Executive Officer, involving the relevant Executive Principal or Principal for Academy staff or further delegating appointment decisions to the Principal where agreed.
- 4.2.2 The Trust Board may delegate such powers and functions as they consider are required by the Principal for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Trust Board for the direction of the teaching and learning and curriculum at the Academy).
- 4.2.3 The appraisal and performance management of the Principal will be undertaken by the Chief Executive Officer in conjunction with Trust Performance Review Group. Any disciplinary action or capability review will be undertaken by the Trust Board (at the request of the Chief Executive Officer and with their involvement).
- 4.2.4 The appraisal and performance management of all other staff will be undertaken by the Executive Principal or Principal, with the support of the Chief Executive Officer as directed. Any disciplinary action or capability review will be undertaken by the Chief Executive Officer in conjunction with the Executive Principal or Principal (with a right of appeal to the Trust Board).
- 4.2.5 The Chief Executive Officer will monitor the Principal ensuring that he or she will:
- implement and comply with all policies dealing with staff issued by the Trust Board from time to time;
 - take account of any pay terms set by the Trust Board;
 - adopt any standard contracts or terms and conditions for the employment of staff issued by the Trust Board;
 - adopt appropriate and transparent procedures for the recruitment of staff;
 - manage any claims and disputes with staff members having regard

to any advice and recommendations given by the Executive Team and/or the Trust's insurers or the ESFA;

- bring to the attention of the Chief Executive Officer and, if required, the Trust's insurers and/or the EFA without delay any claims or disputes with staff that may require a hearing by a panel of members of the Trust Board where escalation is necessary;
- seek the advice of the Chief Executive Officer where any significant cost is contemplated either in relation to the appointment or resignation of a member of staff, including in relation to ill health retirement or the settlement of any claims or grievances.
- The Principal shall put in place procedures for the proper professional and personal development of staff taking into account any training and support available from or procured by the Executive Team.

4.3 Admissions and Exclusions

- 4.3.1 The Chief Executive Officer shall be responsible for the setting and review from time to time of the Academy's admissions policy provided that no material change will be made to the admissions criteria without the approval of the Trust Board.
- 4.3.2 Any decision to expand the Academy shall be that of the Trust Board.
- 4.3.3 Any appeal against admissions shall be heard by an independent appeal panel established and authorised by the Trust Board.
- 4.3.4 The Trust Board Appeals Committee shall consider any decision by the Principal to exclude any pupil and will be the appropriate body for reconsidering any decision to readmit required by any independent panel hearing.

4.4 Premises

- 4.4.1 The day-to-day maintenance and care of the buildings and facilities used in respect of the Academy is the responsibility of the Trust Board (with management responsibility being delegated to the Principal and the Trust Operations Manager), who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trust (and/or any others) as owner of such buildings and facilities.
- 4.4.2 The Principal shall support the Executive Team in developing a long-term estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet the Trust's legal responsibility to ensure the buildings and facilities used by each Academy are maintained to a good standard. The Compliance Committee will support the Principal in the implementation of the agreed strategy and will monitor its effectiveness, advising on any change in circumstances which might necessitate a review by the Trust Board.
- 4.4.3 Short term lettings and day to day uses of the school buildings and playing fields will be the responsibility of the Trust Board but managed by the Principal.
- 4.4.4 The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Trust Board who will delegate management responsibility to the Executive Team.

4.5 Community Activity and Engagement

- 4.5.1 Whilst the undertaking of any activities which would be described as part of the Academy's "extended schools agenda" or any activities designed to generate business income, will be the responsibility of the Principal, this shall only be undertaken in a manner consistent with any policy set by the Trust Board and having regard to the viability of such activities, the impact on the Academy's activities and any financial implications, such as the threat of taxation in light of the Trust's charitable objects and any threat to funding provided by the Secretary of State. The financial implications are noted above. Any activities which form part of extended school's agenda such as wrap

- around care are subject to approval and direction of the Trust Board.
- 4.5.2 The Principal is responsible for all community engagement and consultation and will acknowledge and reinforce the vision of the Trust in all communications. The importance of building and maintaining good relations with other local schools, businesses and organisations is acknowledged.
- 4.5.3 The Local Advisory Body may establish Parent Stakeholder Groups to ensure the Academy is meeting the needs of its community and to engage parents and carers in meaningful discussion, particularly with regard to the daily life of the Academy and how the Trust is fulfilling its mission.
- 4.5.4 Where an individual academy has a community centre or building within its grounds, the Local Advisory Board will agree an annual community use schedule. This will be reviewed annually.

5 Supervision and Intervention – Risk Management

5.1 Supervision and Reporting

- 5.1.1 Notwithstanding the level of delegated responsibility, the Trustees remain legally responsible for all matters in connection with the Academies and they are required to have systems in place through which they can assure themselves of quality, safety and good practice in the Academies. The Trust has adopted a Risk Management Policy, which is set out in Appendix 3.
- 5.1.2 Particular emphasis is given to circumstances which might lead to prosecution or other litigation or public criticism or adverse publicity or damage to the reputation of the Trust. In such events and in order to minimise risk, the Principal will immediately advise the Chief Executive Officer or other deputy acting on behalf of the Trust Board, including;
- 5.1.2.1 any event leading to loss of life or critical injury on the premises of the academy or during an event off the premises organised or supervised by Academy staff;
- 5.1.2.2 any sexual or violent or illegal act against a child committed by any adult while on the premises of the Academy or by a member of staff under any circumstances;
- 5.1.2.3 the suspension or summary dismissal of any member of staff;
- 5.1.2.4 any significant safeguarding issue;
- 5.1.2.5 any matter or circumstance which involves or might reasonably involve the authorities, including the police, the Counter Terrorism Unit (or any similar body) the local authority and/or the Secretary of State for Education;
- 5.1.2.6 any event that requires a report to the Health and Safety Executive or that results in the service of a legal notice on the Academy alleging a breach of fire or health or safety law or regulations;
- 5.1.2.7 any event that requires a formal hearing by a panel of representatives of the Academy or that results in the service of a legal notice on the Academy alleging a breach of employment law or regulations

5.2 Intervention

- 5.2.1 In the event that intervention is either formally threatened or is carried out by the Secretary of State, the Trust Board expressly reserves the unfettered right to review or remove any power or responsibility conferred on the Local Advisory Board under this Scheme of Delegation in such circumstances.
- 5.2.2 The Trust Board and the Local Advisory Board acknowledge the value of maintaining a good working relationship and agree to discuss openly any weaknesses or any situation which may in the opinion of either potentially lead to a threat of intervention by the Secretary of State and to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the Academy and to support each other in the implementation of those measures, including involving the Chief Executive Officer, Executive Principal and Principal who will support and advise on steps to be taken and facilitate additional support if needed.

6 Functioning of the Local Advisory Board

6.1 Constitution of the Local Advisory Board (LAB)

Type of member	Number	Term of office	How they are elected
Chair	1	Elected Annually	By Trust Board
School Principal	1	n/a	n/a
Staff member	1	n/a	Agreement by Principal and Chair
Parents	3	2 years	Through Trust Recruitment processes (not elected)
Community	2	2 years	Through Trust Recruitment processes
Members of Trust	2	n/a	n/a

6.1.1 A Local Advisory Board shall be established for each of the Academies comprising up to 9 members appointed by the Trust Board in accordance with any policy adopted from time to time by the Trust Board. During the first two years of an Academy being within the Trust, it may operate a smaller Transition Board. The composition of the Transition board will be decided by the Trust Board.

6.1.2 All persons appointed or elected to the Local Advisory Board shall give a written undertaking to the Trust Board to uphold the purpose and vision of the Trust.

6.1.3 There is no power to co-opt members to the Local Advisory Board but advisers (including other members of staff in the Academy) may attend meetings provided they do not take part in any decision making.

6.1.4 Organisation of all recruitment of all Local Advisory Body members will be managed centrally by the Trust's Governance Lead.

6.1.5 In line with the Conflict-of-Interest Policy (Appendix 6), no members are to be appointed who serve as Senior Leaders within another school or MAT without approval of the Trust Board.

6.1.6 No Senior Leader within the Trust (Assistant Principal, Principal or Chief Executive Officer) will be part of the Governing Body or Trust Board of another school or MAT.

6.2 Term of office

- 6.2.1 The term of office for any person serving on the Local Advisory Body shall be 2 years save that this time limit shall not apply to the Principal or any post which is held ex officio, who will serve for as long as he or she remains in office. Subject to remaining eligible to be a particular type of member, any person may be re-appointed or re-elected by the Trust Board.

6.3 Resignation and Removal of members of the Local Advisory Board

- 6.3.1 A person serving on the Local Advisory Board shall cease to hold office if he or she resigns his or her office or is removed by the Trust Board (which the Trustees reserve the power to do without the need to provide any reasons for removal). Any vacancy on a Local Advisory Board will trigger an appropriate appointment election.
- 6.3.2 Any person who would not be eligible to be a Trustee in accordance with the Trust's Articles of Association will not be eligible for appointment or election to the Local Advisory Board.
- 6.3.3 If any person who serves on the Local Advisory Board in his or her capacity as an employee ceases to be employed and/or work at the Academy or if staff member is subject to any disciplinary or capability, then he or she shall be deemed to have resigned and shall cease to serve on the Local Advisory Board automatically on termination of his or her work at the Academy.
- 6.3.4 Where a person who serves on the Local Advisory Board resigns his or her office or is removed from office, that person or, where he or she is removed from office, those removing him or her, shall give written notice thereof to the Chair of the Local Advisory Board

6.4 Appointment of the Chair

- 6.4.1 The Trust Board will confirm the appointment of the Local Advisory Body Chair at the first meeting of the academic year.
- 6.4.2 The Chair's specific duties are to:
 - 6.4.2.1 Ensure that LAB members and staff feel valued and encourage their development.
 - 6.4.2.2 Chair Local Advisory Body meetings effectively, ensuring that all members have the opportunity to contribute while completing the business in a timely fashion.
 - 6.4.2.3 Plan the agenda for each meeting in conjunction with the LAB Engagement Trustee, CEO and Principal and in line with the yearly planner.
 - 6.4.2.4 Review the notes from last meeting and follow up on any outstanding actions.
 - 6.4.2.5 Ensure that bullet-point notes are made of major points of record and any requests for consideration and action. These notes to be copied to LAB members, the Principal, CEO and the Trust Board.
 - 6.4.2.6 Represent the Local Advisory Board in its dealing with external parties and be an advocate for the school and the Trust.
 - 6.4.2.7 Encourage all members of the Local Advisory Board to undertake appropriate training, including the structured Trust onboarding process for new members.
 - 6.4.2.8 The Chair will lead the onboarding of all new members in partnership with the LAB Engagement Trustee.
 - 6.4.2.9 To give a clear lead in evaluating the Local Advisory Board work and ensure that it has the range of skills required to carry out its role.
 - 6.4.2.10 Liaise with the LAB Engagement Trustee on the appointment of additional LAB members.
 - 6.4.2.11 Organise presence at parents evening and community events.
 - 6.4.2.12 Organise annual 'thank you' event for staff (invite Trustees as appropriate).

6.4.2.13 Communicate with parents through the school website and newsletters following LAB meetings.

6.4.2.14 Represent the LAB as a member of the Trust Advisory Council

6.5 Meetings

6.5.1 The bulleted notes of the proceedings of a meeting of the Local Advisory Board shall be kept and shall be signed (subject to the approval of the members of the Local Advisory Board) at the same or next subsequent meeting by the person acting as chair thereof.

6.5.2 Each member of the Local Advisory Board shall be given at least seven clear days before the date of a meeting:

6.5.2.1 notice thereof and sent to each member of the Local Advisory Board at the email address provided by each member from time to time; and

6.5.2.2 a copy of the agenda for the meeting

6.5.2.3 A meeting of the Local Advisory Board shall be terminated forthwith if:

6.5.2.4 the members of the Local Advisory Board so resolve; or

6.5.2.5 the number of members present ceases to constitute a quorum for a meeting of the Local Advisory Board in accordance with paragraph 6.5.3.

6.5.3 The quorum for a meeting of the Local Advisory Board, and any vote on any matter thereat, shall be three.

6.5.4 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Advisory Board shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Local Advisory Board shall have one vote, with the Principal having a casting vote in the event of a tie.

6.5.5 Any member of the Local Advisory Board shall be able to participate in meetings of the Local Advisory Board by telephone or video conference provided that:

- 
- 6.5.5.1 he or she has given notice of his intention to do so detailing the telephone number on which he or she can be reached and/or appropriate details of the video conference suite from which he or she shall be taking part at the time of the meeting at least 48 hours before the meeting; and
- 6.5.5.2 the Local Advisory Board has access to the appropriate equipment, and if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

6.6 Local Advisory Board Communications

- 6.6.1 LAB members should communicate with all stakeholders of their local school community to achieve the purpose of the LAB.
- 6.6.2 Where local stakeholders approach a LAB member about a matter unrelated to the LAB's purpose, the LAB member should not comment and direct them to the school.
- 6.6.3 Where a stakeholder approaches a LAB member about a matter relating to the purpose, this feedback should be shared at the next LAB meeting.
- 6.6.4 If several stakeholders approach the LAB member with feedback relating to a matter associated with the LAB purpose, the LAB member should pass this to the Principal or another Senior Leader.
- 6.6.5 The school website will have details of LAB members, their terms of reference and termly updates on their work to fulfil the purpose.
- 6.6.6 Three times a year the LAB will produce a newsletter updating the school community on its activities and impact.
- 6.6.7 LAB members are warmly encouraged to participate in school events such as Sports Day and Parents' Evenings. When in attendance the LAB communication channels outlined above fully apply.
- 6.6.8 By focusing communication channels on the LAB's purpose, we are seeking to maximise the impact of the LAB.

APPENDIX 1 FINANCIAL REGULATIONS MANUAL

Delegated Approval Limits

Preston Hedge's Academy Trust has delegated approval limits at both School and Trust level. The table below summarises key controls for the School and the Trust. Further detail and guidance are found in the Trusts financial policies such as Budget Management and Procurement.

Procurement

School Authority	Finance Director	Principal	CEO	Finance Committee or Trust Board Minutes	Trust Board Minutes	Chair of Trust	Chair of Finance	Number of Approvers Required
Less than £5,000	Yes	Yes	Yes	N/A	N/A	N/A	N/A	1
Above £5,000 Less than £10,000	N/A	Yes	Yes	N/A	N/A	Yes	Yes	2
Above £10,000 Less than £40,000	N/A	Yes	Yes	Yes	N/A	Yes	Yes	4
Above £40,000	Yes	Yes	Yes	N/A	Yes	Yes	N/A	5
Trust Authority	Finance Director	Principal	CEO	Finance Committee Minutes	Trust Board Minutes	Chair of Trust	Chair of Finance	Number of Approvers Required
Less than £5,000	Yes	N/A	Yes	N/A	N/A	N/A	N/A	1

Above £5,000 Less than £10,000	N/A	N/A	Yes	N/A	N/A	Yes	Yes	2
Above £10,000 Less than £40,000	Yes	N/A	Yes	Yes	N/A	Yes	Yes	4
Above £40,000	Yes	N/A	Yes	N/A	Yes	Yes	N/A	4

Authority note – where it states both the Chair of Finance and the Chair of Trust can provide authority for procurement, this should be one of the two, and not both.

Payment AUTHORITY Levels

a. BACs & Cheque Payments

The Trust will make the majority of payments via BACs, with the below authority levels:

<£20,000 – 2 signatories/approvers required – Finance Director and CEO

>£20,000 – 3 signatories/approvers required – Finance Director, CEO and Executive Principal

Single payments above £20,000 must be signed/approved by the Finance Director, CEO and Chair of Chair of Trust

Expenses must be pre-approved by the Principal of each school and should not exceed £300. Expenses will be paid via the monthly payroll, unless the payment is considered urgent, in which case under exceptional circumstances a BACs payment may be arranged.

b. Inter Account Transfer

This is for posting balances between bank accounts belonging to the Trust only. There can be no posting of funds to external bank accounts.

Finance Director - <£20,000

CEO Authority - >£20,000

c. Payroll

The monthly payroll to be approved by the Finance Director for each school, and the CEO for the Central Team.

Budget Approval

School Budget

Authority	Draft Budget	Draft 3 Year Plan	Final Budget & 3 Year Plan
Finance Committee	Yes	Yes	No
CEO	Yes	Yes	No
Trust Board	N/A	N/A	Yes

Trust Budget (including Central Fund)

Authority	Draft Budget	Draft 3 Year Plan	Final Budget & 3 Year Plan
Finance Committee	Yes	Yes	No
Trust Board	N/A	N/A	Yes

Budget Virement

Budget

Authority	Finance Director	Principal/ CEO	Finance Committee	Trust
<£10,000	Yes			
>£10,000 <£20,000		Yes		
>£20,000 <£30,000			Yes	
>£30,000				Yes

Authorising budget variation between Departmental Headings results on the over-all surplus / (deficit of the budget not changing. Enhanced processes and authority are introduced where Departmental Headings changes need to be made but can only be resourced from Reserves. **Where a School proposes to do so it is important that the Trust Finance Committee is aware of any change and supports its deployment.**

Write Off Limits

All debt Write Offs must be approved by the Trust.

Signed: _____

Chair of the Trust Board

Becky Hickford

Signed: _____

Chair of Finance Committee

David Hughes

Signed: _____

Chief Executive Officer

Paul Watson

**APPENDIX 2
APPOINTMENT OF STAFF**

Role	Value	Delegated Authority	Method	Review Period
Appointment of Staff	Up to Assistant Principal	Executive Principal & Principal	Controlled by school in line with Safer Recruitment.	Annual
	Assistant Principals	CEO to lead with Trust Group including Principal	To be advertised across the MAT unless agreed by the CEO and can include those approved for role through Trust processes	Annual
	Principal	Trust Board and the Chief Executive	To be advertised externally unless agreed by Chair of Trust	Annual

Role	Value	Delegated Authority	Method	Review Period
Fixed asset register	Over £1,000	Site Lead & Principals.	All assets to the value of £1,000 either individually or as a group will need to be recorded in the asset register.	Monthly and annually

APPENDIX 3

RISK MANAGEMENT POLICY

Principles

The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the Academies (which includes taking existing schools into the Trust). The Trustees have the power to direct change where required.

The Trustees have delegated certain responsibilities for the running of each of the Academies to the CEO, Executive Principals, Principals and senior leadership team who are responsible for the internal organisation, management and control of the Academy on a day-to-day basis.

Risk management must prioritise and protect:

- The safeguarding of high quality and effective education of the young people in the Academies;
- The reputation and ethos of the Trust and the Academies;
- The common good in terms of the interests of the families in the communities served by the Academies and the pupils of the future;
- The Scheme of Delegation and the balance struck between central management and local responsibility.

The responsibilities of the Trustees

It is the responsibility of the Trustees to identify those risks which arise from academy status and membership of a multi-academy trust and develop policies and procedures which mitigate these risks (taking account of the principles identified above). To mitigate financial risk the Trustees will require all Academies to use approved banking arrangements, audit arrangements, financial management systems, and premises insurance and building surveyors. Rigorous safeguarding policies are also a requirement for all Academies.

Beyond these areas the Trustees will identify risks common to all Academies and set policy frameworks. The Trustees should receive compliance reports via the

Compliance Committee from the Chief Executive Officer, Trust operations Manager and Trust Safeguarding Partner. The Trustees should develop systems to support individual Academies to mitigate risk to the Trustees and the Trust generally.

Operation of the Risk Management Policy

To assist the Trust Board in fulfilling its function, the Audit & Risk Committee will dedicate time to review the Risk Register and through an annual review at Trust Board level. It is the duty of the Trust Board to review self-assessments made by its committees and consider how to support Academies to mitigate identified risks and report to the Trust Board each term on the risks identified.

The Nature of the Risks

- **The safeguarding of those involved in the enterprise**

The Trustees and the academies will be required to have safeguarding (including safer recruitment and e-safety) policies which comply with the requirements of the appropriate Safeguarding Board.

- **The employment of those involved in the enterprise**

The Trustees and individual Academies should have a suite of legally compliant and common personnel policies, supported by advice and insurance.

- **The stewardship of the premises and site and the health, safety and welfare of those who use the site**

The Trustees reserve the right to direct individual Academies with regard to the insurances of Trust property (buildings, land and assets) and to approve and be kept informed of planned capital works. The Academies should develop comprehensive health, safety and welfare policies to include systems to monitor compliance with regulation and good practice and to externally assess these at a regular period.

- **The vision and values of the Trust and the academic standards attained**

The Chief Executive Officer should report to the Trustees on any OFSTED or other inspections and reports. Equally the Trustees should be informed of trends and actual academic outcomes and other key indicators identified by OFSTED (or any successor

body) in order that the Trustees may broker support and advice from within (or beyond) the Trust to minimise the possibility of the Secretary of State using his reserve powers in relation to one of the Academies for which the Trust is responsible.

- **The financial integrity of individual academies**

The Trustees reserve the right to direct the Academies to bank with a named bank and to direct the Academies to use the services of agreed auditors. The Trust Board reserves the right to have annual agreed budget plans, termly budget summaries and annual outturn statements reported to it. Academies will not be permitted to operate deficit budgets without specific approval from the Trust Board.

The Trust Board will appoint a suitably experienced “responsible officer” to work in the Academy who will oversee the financial integrity of the Academy with a particular reference to levels of delegation and the avoidance of over-reliance upon key individuals.

- **The capacity of the Trust Board and the Local Advisory Board to discharge their duties**

The Trust Board will be expected to make an annual self-assessment of the skills and experience they require and their capacity to fulfil those requirements.

All Trustees and members are required to hold an enhanced Criminal Records Bureau certificate and to make a declaration of interests at the beginning of each meeting. The Trust will operate a Conflicts of Interest policy. The Trust will ensure that good quality legal advice is available to the Trust Board, the Academies and those responsible for running the Academies on a day-to-day basis.

APPENDIX 4
TRUSTEE CODE OF CONDUCT

Preston Hedge's Academy Trust

Dear Trustees

In order to provide effective Governance within Preston Hedges Academy Trust, you are required to adopt a Code of Conduct. This code details the behaviour and professional standards required by all our Trustees to carry out work in school and in the community. The Code is anchored in the Seven Nolan Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. These supports ethical decision making and a collective responsibility within our Trust.

This code is supported by the National Governance Association.

Please read this Code of Conduct carefully and sign at the end.

Thank you

As Trustees, we will focus on our strategic functions:

1. ensuring there is clarity of purpose, vision and strategic direction
2. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent

Establishing the strategic direction, by:

- Setting and ensuring clarity of vision, values, and objectives for the school(s)/trust
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
- Engaging with stakeholders
- Contributing to school self-evaluation

Overseeing financial performance, by:

- Agreeing the budget
- Monitoring spending against the budget
- Ensuring money is well spent and value for money is obtained
- Ensuring risks to the organisation are managed

We recognise the following as the fourth core function of governance:

Ensure that other key players with a stake in the organisation get their voices heard by:

- Reaching out to the school's wider community and inviting them to play their part.
- Using the views of stakeholders to shape the school's culture and the underpinning strategy, policies and procedures.

As individuals on the Trust Board we agree to:

Fulfil our role & responsibilities

- We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day to day management.
- We will develop, share and live the ethos and values of our school/s.
- We agree to adhere to school/trust policies and procedures as set out by the relevant governing documents and law.
- We will work collectively for the benefit of the school/s.
- We will be candid but constructive and respectful when holding senior leaders to account.
- We will consider how our decisions may affect the school/s and local community.
- We will stand by the decisions that we make as a collective.
- Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
- We will only speak or act on behalf of the board if we have the authority to do so.
- We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
- When making or responding to complaints we will follow the established procedures.
- We will strive to uphold the school's / trust's reputation in our private communications (including on social media).

Demonstrate our commitment to the role

- We will involve ourselves actively in the work of the board, and accept our fair share of responsibilities, serving on committees or working groups where required.
- We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
- We will get to know the school/s well and respond to opportunities to involve ourselves in school activities.
- We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
- When visiting the school in a personal capacity (i.e. as a parent or carer), we will continue to honour the commitments made in this code.
- We will participate in induction training and take responsibility for developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

- We will develop effective working relationships with school leaders, staff, parents and other relevant stakeholders from our local community/ communities.
- We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
- We will support the chair in their role of leading the board and ensuring appropriate conduct.

Respect confidentiality

- We will observe complete confidentiality both inside and outside of school when matters are deemed confidential or where they concern individual staff, pupils or families.
- We will not reveal the details of any governing board vote.
- We will ensure all confidential papers are held and disposed of appropriately.
- We will maintain confidentiality even after we leave office.

Declare conflicts of interest and be transparent

- We will declare any business, personal or other interest that we have in connection with the board's business and these will be recorded in the Register of Business Interests.
- We will also declare any conflict of loyalty at the start of any meeting should the need arise.
- If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
- We accept that the Register of Business Interests will be published on the school/trust's website.
- We will act in the best interests of the school/trust as a whole and not as a representative of any group.
- We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
- We accept that information relating to board members will be collected and recorded on the DfE's national database of governors (Get information about schools), some of which will be publicly available.
- We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

APPENDIX 5
LOCAL ADVISORY BOARD CODE OF CONDUCT

Preston Hedge's Academy Trust

Dear Local Advisory Board Members

In order to provide effective Governance within Preston Hedges Academy Trust, you are required to adopt a Code of Conduct. This code details the behaviour and professional standards required by all our Local Advisory Board members to carry out work in school and in the community. The Code is anchored in the Seven Nolan Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. These supports ethical decision making and a collective responsibility within our Trust and LGBs.

This code is supported by the National Governance Association.

Please read this Code of Conduct carefully and sign at the end.

Thank you

As Local Advisory Board members we will uphold the purpose and vision of the Trust:

Purpose:

We believe that every child deserves an excellent education.

Our family of schools collaborate, support and innovate to give every child the best start in life.

We are proudly committed to improving the standards of education in Northamptonshire and Milton Keynes.

The education we provide is based on the ethos of Fun, Creativity and Achievement:

FUN – creating happy confident learners.

CREATIVITY – providing exceptional curriculum experiences that sparks curiosity, imagination and encourages life-long learning.

ACHIEVEMENT – Fulfilling every child’s potential with the highest academic outcomes and preparing them as confident, tolerant and compassionate citizens in a global environment.

Vision:

To be a high performing Trust, comparable to other Outstanding Trusts nationwide.

With top quintile pupil outcomes and Ofsted ratings of Good or Outstanding.

For each of our schools to be distinct to its context, supporting their community and making a positive difference locally.

To maintain a culture where people make the difference and matter the most.

Ensuring our team are provided with the absolute best opportunities and experiences to develop and learn, through exceptional CPD.

To ensure that well-being is central to what we do.

To be a model of best practice and operational excellence across all aspects of our Trust.

As Local Advisory Board members we will uphold our purpose by:

1. Ensuring there is a broad curriculum in place reflecting Fun, Creativity and Achievement.
2. Supporting each school through the promotion of the Trust's values and ethos.
3. Supporting educational priorities within each school by engaging with local communities and sharing, within the appropriate forum, the views of the various local community stakeholders (including children, parents, staff and members of the wider local community).
4. Acting as a crucial communication channel between the Principal, the wider school community, the CEO and Trustees.

As individuals on the Local Advisory Board, we agree to:

Fulfil our role & responsibilities

- We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day-to-day management.
- We will develop, share, and live the ethos and values of our school/s.
- We agree to adhere to school/trust policies and procedures as set out by the relevant governing documents and law.
- We will work collectively for the benefit of the school/s.
- We will be candid but constructive and respectful when holding senior leaders to account.
- We will consider how our decisions may affect the school/s and local community.
- We will stand by the decisions that we make as a collective.
- Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
- We will only speak or act on behalf of the Local Advisory Board if we have the authority to do so, in line with the agreed communication channels.
- We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
- When making or responding to complaints we will follow the established procedures.
- We will strive to uphold the school's / trust's reputation in our private communications (including on social media).

Demonstrate our commitment to the role

- We will involve ourselves actively in the work of the Local Advisory Board, and accept our fair share of responsibilities, serving on committees or working groups where required.
- We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will arrive at meetings prompt and prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
- We will get to know the school/s well and respond to opportunities to involve ourselves in school activities.
- We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and Local Advisory Board protocol.
- When visiting the school in a personal capacity (i.e., as a parent or carer), we will continue to honour the commitments made in this code.
- We will participate in induction training and take responsibility for developing our individual and collective skills and knowledge on an ongoing basis.
- We will follow and participate in safeguarding training, to ensure the safety of the children remain at the heart of all that we do.

Build and maintain relationships

- We will develop effective working relationships with school leaders, staff, parents, and other relevant stakeholders from our local community/ communities.
- We will express views openly, courteously, and respectfully in all our communications with Local Advisory Board members and staff both inside and outside of meetings.
- We will support the chair in their role of leading the Local Advisory Board and ensuring appropriate conduct.

Respect confidentiality

- We will observe complete confidentiality both inside and outside of school when matters are deemed confidential or where they concern individual staff, pupils, or families.
- We will not reveal the details of any Local Advisory Board vote.
- We will ensure all confidential papers are held and disposed of appropriately.
- We will maintain confidentiality even after we leave office.

Declare conflicts of interest and be transparent

- We will declare any business, personal or other interest that we have in connection with the Local Advisory Boards business and these will be recorded in the Register of Business Interests.

- We will also declare any conflict of loyalty at the start of any meeting should the need arise.
- If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
- We accept that the Register of Business Interests will be published on the school/trust's website.
- We will act in the best interests of the school/trust as a whole and not as a representative of any group.
- We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the Local Advisory Board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
- We accept that information relating to Local Advisory Board members will be collected and recorded on the DfE's national database of governors (Get information about schools), some of which will be publicly available.
- We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

APPENDIX 6

CONFLICTS OF INTEREST POLICY

Why we have a Policy

Trustees of a charity have a legal obligation to act in the best interests of the charity. For the purposes of charity law, the trustees are those people who are responsible for the general control and management of the administration of the charity. The Trust is an “exempt” charity, the Principal Regulator being the Secretary of State for Education. The Articles of Association explain what the Trustees must do to avoid situations where there may be a potential conflict of interest. An identical obligation is placed on the Members of the Trust.

Conflicts of interests may arise where an individual's professional, personal or family interests and/or loyalties conflict with those of the Trust. Such conflicts may create problems; they can:

- inhibit free discussion;
- result in decisions or actions that are not in the interests of the Trust; and
- risk the impression that the Trust has acted improperly.

The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety. This Policy operates without prejudice to any of the provisions in the Trust's Articles of Association relating to conflicts of interest.

Appointment to Local Advisory Boards

To avoid a conflict of interest arising where an individual is employed as a Senior Leader within another school or MAT, such appointments will only be made to Local Advisory Boards when approved by the Trust.

The Declaration of Interests

We are asking Members of the Trust, the Trustees, members of the Local Advisory Bodies and all staff to declare their interests, and any gifts or hospitality received in connection with their role in the Trust. A declaration of interest's form is provided for this purpose, listing the types of interest you should declare. All interests, including gifts of a value over £50, must be notified to the Trust Chair and a Register of Interests will be maintained by the Trust.

To be effective, the declaration of interests needs to be updated at least annually and also when any changes occur.

If you are not sure what to declare, or whether/when your declaration needs to be updated, please err on the side of caution. If you would like to discuss this issue, please contact the Trust Chair for confidential guidance.

Data Protection

The information provided will be processed in accordance with data protection principles as set out in the Data Protection Act 1998. Data will be processed only to ensure that the Members, Trustees, members of the Local Advisory Boards and all staff act in the best interests of the Trust. The information provided will not be used for any other purpose.

What to do if you face a Conflict of Interest

If you have a direct or indirect interest in:

- a) a proposed transaction with the Trust; or
- b) any transaction or arrangement entered into by the Trust which has not previously been disclosed;

you must disclose the nature and extent of that interest, whether or not you receive any actual benefit as a consequence of the interest. You may have an indirect interest in a matter if a family member or friend has an interest in the matter.

As good practice, every Member, Trustee and member of the Local Advisory Board should declare any private interest which he or she has in an item to be discussed at the beginning of every meeting, and certainly before any discussion of the item itself. You should not be involved in decisions in which it is possible that a conflict will arise. You should declare your interest at the earliest opportunity and withdraw from any subsequent discussion.

If you fail to declare an interest that is known to the Trust Chair or the Chair of the Local Advisory Board, the Chair will declare that interest.

Decisions taken where an individual has an Interest

In the event of the Trust Board having to decide upon a question in which a Member, Trustee, member of the Local Advisory Board or member of staff has an interest because of a duty or loyalty (however indirect) that they owe to another organisation, they will do so by vote, with a simple majority required. The conflicted individual may be present when the matter is discussed but must not take part in the discussion or vote on any matter relating to the discussion and a quorum must otherwise be present for the discussion and decision.

An individual will generally not have a conflict of interest or loyalty simply by virtue of the fact that he or she has been appointed or nominated to the Trust Board or to the Local Advisory Board by a third party or the Trust itself and the Trust has dealings with that third party, but if any undue influence is exerted by that third party or the individual has an interest in the matter for a reason other than mere appointment or nomination, then the circumstances will need to be reconsidered.

All decisions made where there has been a declared conflict of interest will be recorded by the Company Secretary and reported in the bulleted notes or minutes of the meeting. The report will record:

- the nature and extent of the conflict;
- an outline of the discussion;
- the actions taken to manage the conflict.

Where either a Member or Trustee benefits from the decision, this will be reported in the Annual Report and Accounts in accordance with the current Charities SORP making reference also to any potential conflict situation recognised in this Conflicts of Interest policy. All payments or benefits in kind to Members and Trustees will be reported in the Trust's Accounts and Annual Report, with amounts for each Member and Trustee listed for the year in question.

Where a member of the Trust's staff is connected to a party involved in the supply of a service or product to the Trust, this information will also be fully disclosed in the Annual Report and Accounts again making reference also to any potential conflict situation recognised in this Conflicts of Interest policy. The Trust formally acknowledges the Education Skills and Funding Agency's guidance on "related party transactions".

Independent external moderation will be used where conflicts cannot be resolved through the usual procedures.

Managing Contracts

If you have a conflict of interest, you must not be involved in managing or monitoring a contract or transaction in which you have an interest. Monitoring arrangements for such contracts will include provisions for an independent challenge of bills and invoices, and termination of the contract if the relationship is unsatisfactory.

Notified Conflicts of Interest

Without prejudice to any of the obligations on individuals as expressed in this Policy, the Trustees have identified the following as matters where relevant individuals will have an interest in the matter and such interest has not been expressly authorised in the Articles of Association but is considered to be a matter which is in the best interest of the Trust and is authorised provided the principles of this policy are observed (particularly in relation to discussions, decisions and management of the matter where there is a genuine conflict):

- The appointment or nomination of individuals by the Local Advisory Board to serve on the Trust Board
- The appointment or nomination of individuals by the Trust Board to serve on the Local Advisory Board
- The fact that some of the Trustees might also be Members of the Trust

