

# The Harmony Trust

## Scheme of Delegation



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# Rationale

The underlying principles for this Scheme of Delegation are;

That all academies, ultimately, are in a partnership of equals irrespective of their length of membership

1. The Harmony Trust is a company limited by guarantee and an exempt charity and it remains true to its aims and objectives.
2. The Harmony Trust is mindful that their function is to ensure that all statutory obligations are met (there are differences in the governance arrangements of maintained schools and academies).
3. The Harmony Trust believes that having continuing reference to parents, staff and children is the best means of ensuring engagement and involvement with the local community.
4. The Harmony Trust's intention is to apply a differentiated approach to individual academies within the scheme of delegation dependent on performance and capacity.
5. To provide a clear framework for decision making which ensures regulatory compliance together with a shared understanding across the Trust in relation to Autonomy and Accountability

# General Information

## What is our purpose?

- To provide excellent primary education that provides breadth and rigour – ‘every child, every subject, every year group, every day’
- To fulfil our moral purpose by engaging and collaborating with other schools to help improve the life-chances of all young people both locally, regionally and nationally
- To be the employer of choice

## Principles Underlying our Academies

We ensure that our academies provide:

- the highest quality of education provided by excellent staff and that they are Great Places to Learn and Great Places to Work
- the optimum conditions for all children to make the most progress
- a caring, supportive, safe learning environment
- a broad and rich curriculum with a strong emphasis on the whole child
- opportunities for parental involvement and adult learning to enhance the life chances of all members of the community

We are committed to:

- the health, welfare and overall development and success of all children
- high levels of inclusion and attainment
- working closely with Local Authorities and our other strategic partners in raising achievement for all children
- recruit, and value the best staff and retain them by providing excellent development opportunities and policies to support the wellbeing of staff

Our pupils:

- have high self esteem
- have positive attitudes for their own learning with the ability to assess their own learning needs
- have respect for themselves and others in the community
- are responsible for their own behaviour and positive social attitudes
- have a sense of pride in themselves and their school
- are aspirational and ambitious
- are successful

## **Greenhill Academy**

Greenhill Academy is the founding academy within the Trust and is the principal sponsor of The Harmony Trust. Just as with The Harmony Trust its objectives are to promote education nationally, by sponsoring academies and providing school improvement and other services.

## **The Harmony Trust**

Each Academy is ultimately governed by the Trust. The Harmony Trust shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of the academies that the Secretary of State may publish. The Harmony Trust will make use of academy freedoms, as the Government intended, to vary the National Curriculum and to organise the children into teaching groups that meet their needs.

## **Governance**

### **Members**

Members are responsible for the appointment of Trustees on to the Board of Trustees. Members' names are listed at Appendix 4.

### **Board of Trustees**

The Board of Trustees meets at least termly. Trustees are recruited following an expression of interest and matched to a skills audit to ensure that we have the range of skills to enable the Trust to function well and take informed decisions. When required, Members of the Trust Infrastructure Team attend to present relevant items and to observe meetings as appropriate.

A list of Trustees can be found in Appendix 5.

### **Committees**

In addition to the full Board of Trustees meetings, a termly governance forum and three committees exist in order to oversee different aspects of the Trust. The Board of Trustees establishes and appoints these committees which report directly to the Board on their aspects of work. These committees report directly to the Board on their aspect of work.

- Governance Forum
- Finance Committee
- Standards / Pay & Performance Committee
- Audit and Risk Committee

Terms of Reference for these committees can be found in Appendix 7

### **Forums**

An essential aspect of our governance model is to ensure that parents, pupils and staff have a strong voice and can influence decisions taken by Trustees. In order to have a dialogue with each of these groups, the CEO or his representative, meets termly with each of these groups in each academy. The outcomes of these discussions are reported to the Board of Trustees through the CEO's termly report.

Terms of Reference can be found in Appendix 8.

## **Governance meetings and decision making**

Meetings of the Board of Trustees, meetings of the Members and meetings of Committees and Groups must be compliant with the Trust's Articles of Association. The Articles of Association should be referred to in respect of the detailed regulation of such meetings, but set out below are some key features:

### **Meetings of the Board of Trustees**

Article 108 states that the Trustees may regulate their proceedings as they think fit.

Article 109 states that the Trustees shall hold at least 3 meetings each school year, to be convened by the Clerk (Governance Professional).

Under Article 117 the quorum for meetings of the Board of Trustees is three Trustees or, where greater, any one third of the total number of Trustees holding office at the date of the meeting (and who are not conflicted and therefore entitled to be present at the meeting and entitled to vote on the matters to be resolved).

Article 111 states that each Trustee shall be given written notice of a meeting at least seven clear days before the date of a meeting as well as a copy of the agenda. If an urgent meeting is required the Chair, or in their absence the Vice Chair, can determine that the written notice and the agenda are given within a shorter timeframe.

All Trustees have one vote each in making decisions but under Article 121 the Chair has a casting vote in the event of deadlock.

In accordance with Article 126, all Trustees are able to participate in Board of Trustee meetings by telephone or video conference provided that they have given notice of their intention to do so, detailing the telephone number on which they can be reached and/or appropriate details of the video conference suite (i.e. email address to which Teams meetings can be sent), at least 48 hours before the meeting.

The meeting shall be deemed to take place where the Chair of Trustees is, or if the Chair is not in attendance, where the majority of the attendees are.

### **Meetings of the Members**

Members meetings are to be called by the Trustees and will be included in the Trust's annual cycle of meetings.

Under Article 21, general meetings are to be called on at least fourteen clear days' notice but may be called by shorter notice if it is so agreed by a majority in number of Members having a right to attend and vote together representing not less than 90% of the total voting rights at that meeting.

Under Article 21A Members are entitled to appoint a proxy to attend a meeting on their behalf.

Under Article 23 the quorum for Member meetings is two. Under Article 36 each member "present in person" shall have one vote. Members cannot therefore meet remotely under the Trust's current Articles. The Trust is in the process of adopting the DfE latest model Articles, these now make

provision for remote meetings which have been necessary during Covid restrictions. The Chair of Members meetings does not have a casting vote.

### **Meetings of Committees and Groups**

Article 101 states that the constitution, membership and proceedings of Committees (which will include Groups) shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any committee of the Trustees shall be reviewed once every twelve months. The membership of any committee of the Trustees may include persons who are not Trustees provided that (with the exception of Local Governing Bodies) a majority of members of that committee shall be Trustees.

Meetings of Committees and Group can be held in person or by any suitable electronic means as long as those present are able to communicate with each other.

The meeting shall be deemed to take place where the Chair of the Committee is, or if the Chair is not in attendance, where the majority of the attendees are.

### **Decision making by the Board of Trustees outside of the annual cycle of meetings**

Where possible all decisions should be made by the Board of Trustees in meetings, and a regular cycle of meetings is in place to effect this. Where a matter or issue is sufficiently urgent that it requires Board of Trustee approval outside of the annual cycle of meetings, the following procedure shall be followed:

- The Chair shall seek to arrange a meeting of the Board of Trustees at short notice using their authority under Article 111.
- If the matter is one that does not require substantial debate and discussion (is a yes/no decision) the Chair may elect that the matter be dealt with by way of written resolution following the procedure at Article 123.
- If neither of the above options are possible, and/or a delay to the decision making process would be seriously detrimental to the interests of the Trust, the Chair, or Vice Chair in their absence, and three other Trustees may make a decision on the urgent matter at hand and the decision shall be ratified at the next available Board of Trustee meeting.



## Monitoring

### Progress & Standards

The CEO and the Director of Education meet weekly with the Principals in the Learning Matters Steering Group and additionally in 121 meetings, which are available at the Principal's request. In order to monitor and review the progress and standards within each academy, Progress and Standards Round Table meetings are termly for all academies. Exceptionally, individual academies may need a half termly Academy Improvement Board (AIBs) to provide additional resources, challenge, and support to improve the quality of provision. The CEO and Director of Education meet with the Senior Leadership Team of each academy during termly visits that involve discussions about progress and standards, pupil, staff and parental voice about the quality of education and learning walks.

Terms of Reference for this meeting can be found in Appendix 9.

### Finance

The Chief Financial Officer / Head of Finance also chairs a Finance Round Table at least termly with the Chief Financial Officer and / or Regional Finance Manager, Regional HR Manager, Finance & Procurement Manager, and the Senior Leadership Team of each academy. This ensures that there is up to date and accurate financial information to support decision making. Exceptionally, an individual academy may need a Finance Improvement Board to enable it to take action to achieve a balanced budget.

The outcomes and decisions of these meetings are reported to the relevant Trust Committees and the Board of Trustees.

Terms of Reference for this meeting can be found in Appendix 9.

### Deployment of Trust Senior Leaders

The Trust has a strategy of recruiting high quality Senior Leaders who can be deployed into academies as and when required. The rationale for their deployment is based on discussions that take place between the CEO, Director of Education and the Principals together with the information arising from the Progress and Standards Round Tables and the Finance Round Tables.

## Infrastructure Services

We provide high quality, cost-effective services to each academy. Our underpinning principle is that, whilst the Principal remains accountable for all aspects of academy function, the main priority of each Principal is to lead the learning in their academy. The provision of high-quality central services enables them to carry out their management functions e.g. staff/site/safeguarding etc. in the most time efficient and effective way. This creates the optimum conditions to maximise resources and improve outcomes for all in individual academies.

A contribution from each academy's funding is levied which enables all academies access to a range of core functions and services. In accordance with the Academies Trust Handbook there is a right of appeal for each academy to challenge the level of contribution to the infrastructure functions. In addition, enhanced services are available to each academy to deliver the two key strategies of the Trust, Great Place to Learn and Great Place to Work. When necessary, an individual academy may

need bespoke intervention to address issues of standards and/or finance. Where that occurs, a bespoke, costed package of additional services/interventions is put in place on a time limited basis.

## **Policy Development and Approval**

The Board of Trustees has approval and oversight of key statutory policies in line with DFE recommendations. These include (but are not limited to)

- Admissions policy
- Protection of biometric information of children in schools and colleges
- Newly Qualified teachers (Director of Education to lead)
- Safeguarding (including child protection) policy
- Children with health needs who cannot attend school
- Designated Teacher (LAC / PLAC) policy
- Special Educational Needs and Disability policy (Director of Education to lead)
- Health and Safety policy
- First Aid in Schools

Whilst the Board of Trustees sets statutory Trust-wide policies, local arrangements are reflected in the appendices of each academy's policy

Key statutory policies are approved by the Board of Trustees. Other policies are developed by academies and are approved by the CEO on behalf of the Leadership group.

All policies go through a process of drafting, consultation, final draft, comment and approval.

## Key areas of delegation

For the purposes of this scheme of delegation responsibilities are delegated to specific post holders. Where the delegated post holder is the CEO the CEO may, at his/her discretion, further delegate a responsibility to an appropriate member of the Trust team. Notwithstanding, in all cases, the CEO retains overall accountability for decisions and actions undertaken by Trust employees.

Delegated Duty	Delegated Authority	Comment
Admissions	CEO	All Academies will follow the Trust's admissions policy
Capital Programme	The Harmony Trust	Proposed capital programmes need to be submitted annually each year with the approval of the Chief Financial Officer and CEO
Capital Programme Contract Variations	CEO – if within agreed programme budget/contingency The Harmony Trust – if exceeding agreed programme budget/contingency	It is suggested that a 15% contingency is built into all programmes to allow for some local contract variation during the programme.
Health and Safety	The Harmony Trust	It is the responsibility of The Harmony Trust to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day to day basis to the Assistant Director for Safeguarding, Estates and Compliance and their team.
Fund raising	Principal	Any funds generated belongs to each individual Academy for them to invest in the future learning of the children.
Insurance	Chief Financial Officer	The Trust will use its purchasing power to ensure that all Academies receive best value and value for money with their insurance. All Trust academies are members of the DfE risk pooling arrangements (RPA).

Investments	Chief Financial Officer and Ops Group	The Harmony Trust will invest any surplus monies in high interest accounts, taking into consideration cash flow requirements
Permanent Exclusions	Principal and The Board of Trustees	All Academies will follow the Trust's Exclusions Policy for permanent exclusions and work with the Local Authority to ensure independent permanent exclusion appeals.
External Service Level Agreements / Contracts	Academy  The Harmony Trust – Executive Leadership Team  Board of Trustees	All contract & SLA procurement shall be considered at Trust level to ensure best value.  The CFO will work with the Procurement Specialist to review contracts due for renewal with a view to Trust-wide procurement. Depending upon the service area, input may be required from Senior Leadership, Heads of Service, Principals and Finance & Procurement Managers  Depending on the context of each Academy, each Academy may have different SLAs / Contracts in place. It is the responsibility of the Finance & Procurement Manager, working with the Regional Finance Manager, and Principal or Head of Service to manage local SLAs and contracts
Safeguarding	The Harmony Trust	The Harmony Trust will, in respect of each Academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for safeguarding. All Academies will follow The Harmony Trust's policy on safeguarding (the same staff identification scheme will operate in all Academies).

		This will be monitored by the Assistant Director – Safeguarding, Estates and Compliance and their team
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# Financial delegation

## Financial Levels of Authority

Budget Setting
<p>All final Academy budgets must be submitted to the Board of Trustees for ratification at the Summer Term meeting. Indicative budgets must be in place by April each year. Budgets require authorisation by the CEO, Chief Financial Officer and Principal prior to being presented to the Board of Trustees.</p> <p>All Principals will submit their Academy Improvement Plan, Summary SEF and Financial Plans to the CEO by the beginning of October each year.</p>

## Authorisation Levels

***All financial procedures must comply with current Academy Trust Handbook (ATH) and The Harmony Trust Ltd Financial Policy / Handbook.***

Delegated Duty	Total Value of Purchase / Procurement	Delegated Authority	Method
<p>Ordering goods and services within the approved budget and ensuring that sufficient cash resources are available for the purchase.</p> <p>All spending commitments must be supported with an approved purchase order on the Trusts Finance system.</p> <p>Must refer to Procurement Policy and legislation.</p> <p>Preferred suppliers and approved DfE frameworks to be</p>	Up to £10,000	Principal / Head of Service	<p>To be placed securing value for money and using a Trust preferred supplier wherever possible.</p> <p>Minimum of three written quotes for any value above £3,000 except in the following <b>exceptional</b> circumstances:</p> <ol style="list-style-type: none"> <li>1. Urgent Matter/Risk - Unable to obtain 3 quotes within a set time period (Delegated Authority - CEO; CFO)</li> <li>2. Educational Services - Where the service is not accessible using an agreed framework and there is an existing/preferred supplier relationship (Delegated Authority - CEO; DoE)</li> <li>3. Bespoke goods/services - There is only one sole supplier within a reasonable geographic/operational area (Delegated Authority - ELT)</li> <li>4. The contract is an extension to an existing contract and a change of supplier would cause disproportionate technical difficulties, diseconomies of scale or significant disruption to services.</li> </ol>

used.			5. A compliant tendering process for similar goods / services / works has taken place within the past 36 months and the additional requirement does not exceed 50% of the original contracted price. Original terms and conditions apply. (Delegated Authority CEO; CFO).
	£10,001 to £50,000	Principal / Head of Service <b>plus</b> Chief Financial Officer / Head of Finance / CEO	Any contract with a total contract price above £20,000 to be subject to formal tender and/or direct contract award using an approved framework except in the following <b>exceptional</b> circumstance: <ul style="list-style-type: none"> <li>The contract is an extension to an existing contract and a change of supplier would cause disproportionate technical difficulties, diseconomies of scale or significant disruption to services (Delegated Authority - ELT).</li> </ul> Procurement Specialist to advise. All contracts to be recorded on Contract Finder
	£50,001 to £100,000	CEO/CFO (delegated)	Tender and/or direct contract award as above
	Over £100,001	CEO/CFO (delegated) <b>plus</b> Board of Trustees.	Procurement Specialist to lead - Formal tendering process/direct contract award using an approved framework, including advertising in OJEU if appropriate except in the following <b>exceptional</b> circumstance: <ul style="list-style-type: none"> <li>The contract is an extension to an existing contract and a change of supplier would cause disproportionate technical difficulties, diseconomies of scale or significant disruption to services (Delegated Authority - ELT).</li> </ul>
Capital Expenditure to be funded using School Capital Allowance Grant / Devolved Funding Capital	Subject to same limits above	The Harmony Trust Operations Group/CEO/ Board of Trustees  The Operations Group will approve spend up to a maximum of £20,000 based on in principal estimates.	Head of Service will prepare a Capital Investment Programme to be submitted and agreed annually by the Board of Trustees. All expenditure proposals above £10,000 will be submitted to The Harmony Trust Operations team for approval. All expenditure proposals above £20,000 and below £100,001 will be submitted to The Harmony Trust Operations team for approval before being issued to the CEO for approval All expenditure proposals above £100,001 will be submitted to The Harmony Trust Board for approval

Staff Expenses	CEO Expenses	Chair of Trustees or as delegated	
Signatories for cheques, BACs payment authorisations, and other bank transfers.	Unlimited	Two signatories from authorised signatory lists, see attached.	
Signatories for ESFA/DFE grant claims and returns.	Unlimited	CEO and or Chief Financial Officer	
Virement of budget between budget headings (request for spend in excess of approved budget head but within overall approved budget for the Academy)	Up to £10,000	Principal and Finance & Procurement Manager	
	£10,001 to £50,000	As above plus CEO and / or Chief Financial Officer	
	Over £50,000	Finance Committee and Board of Trustees	
Request for additional spend in excess of approved budget head and outside the overall approved expenditure budget for the Academy		Finance Round Table / FIB meetings.  CEO approval with CFO reporting to Finance Committee and Board of Trustees	Refer to Reserves Policy
Disposal of moveable assets	Up to £2,000	Principal / Head of Service	In accordance with Financial Regulations
	£2,001 to £10,000	Chief Financial Officer approval and Finance Committee sign off	
	£10,001 to £19,000	Finance Committee for approval Board of Trustees	
	£20,000 and above	As above plus ESFA approval	



		for assets funded with more than £20,000 of ESFA / DFE grant	
Write off of bad debts	Up to £2,000	Chief Financial Officer / CEO	Finance & Procurement Manager to manage at academy level providing proposals to Regional Finance Manager by 31 <sup>st</sup> March annually.  Report to Chief Financial Officer
	Over £2,000	As above plus Finance Committee, plus ESFA approval if breach of delegated limits in ATH	
Entering into Equipment leases / leaseholds / tenancy agreements	Any	Chief Financial Officer, plus ESFA approval required where specified in ESFA ATH	Maintain lease register in accordance with Financial Regulations.
Purchase or sale of any freehold property	Any	Board of Trustees plus ESFA	
Finance Lease Agreements / Borrowing	Any	Board of Trustees plus ESFA	Academies can only apply for borrowing from schemes introduced by the Secretary of State e.g. Energy Saving loans
Related Party Transactions	Cumulative value above £20,000	Board of Trustees plus ESFA	Online Form - ESFA
Guarantees, Indemnities and letters of comfort.	Any	Chief Financial Officer, plus ESFA approval required where specified in ESFA ATH	
Ex-gratia payments	Any	Board of Trustees plus ESFA	
Severance or Compensation payments	Up to £50,000 (non-statutory/	CEO and Chair of Trustees	Supported by Business Case for audit purposes.

	non-contractual)		
	Over £50,000	Board of Trustees plus ESFA	

## Delegated Authorities

Transaction Type	Authorised level	Who
Purchase Card #	£1,000	Academy (Regional Finance Manager) has discretion to temporarily amend limit if required)
Purchase Card #	£5,000	Trust – Chief Financial Officer
Purchase Card #	£2,500	Trust – Chief Executive Officer
Purchase Card #	£2,500	Trust – Regional Finance Manager(s)

# must be retained in a secure location when not being used

# HR delegation

DISCIPLINARY CASES AND DISMISSALS		
For all disciplinary cases and dismissals, the following delegation model shall apply:		
<ul style="list-style-type: none"> <li>○ Disciplinary</li> <li>○ Capability (professional competence)</li> <li>○ Ill Health Capability</li> <li>○ Redundancy. (The Board of Trustees will have determined that there is a Redundancy situation)</li> <li>○ Some other substantial situation</li> </ul>		
For all disciplinary cases and dismissals, the following delegation model shall apply:		
Posts	Delegated Authority	Appeal
Chief Executive	3 x Trustees	3 x Trustees
Director of Education	3 x Trustees	3 x Trustees
Chief Financial Officer Assistant Director of Operations, Assistant Director – Safeguarding, Estates and Compliance Assistant Director of Education	3 from - CEO, LMSG member(s), Trustee, Director of Education	3 from Trustees, CEO if not used previously
Executive Principal	Panel of three which may include members of the Board of Trustees, CEO, Director of Education	3 from Trustees, CEO if not used previously
Principal / Head of Academy	Panel of three which may include Directors and / or Assistant Directors of the Trust and Trustees, and/or other senior colleagues appointed by the CEO	Panel of three which may include: 1 Trustee and a member of ELT and / or LMSG

All other posts	Panel of three which may include Directors / Assistant Directors / Senior Leaders of the Trust and members of LMSG and/or other senior colleagues appointed by the CEO.	Panel of three which may include: 1 Board of Trustees Member and a member of ELT, LMSG, HoS
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## HR Levels of Authority

APPOINTMENTS	
<b>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training</b> <b>The CEO may nominate an alternative representative if they are unavailable to make up a panel</b>	
CEO	Board of Trustees (minimum of 3 members, with non-voting co-optees as required)
Chief Financial Officer, Director of Education	Board of Trustees Member x 2, and CEO or nominated representative
Assistant Director of Operations, Assistant Director – Safeguarding, Estates and Compliance, Assistant Director of Education	CEO (or nominated representative), Director of Education, 1 member of LMSG or ELT
Executive Principals	Board of Trustees Member x 1, CEO, Director of Education, and / or an appropriate member of ELT
Principal	3 from - Board of Trustees Member, CEO, Director of Education, Executive Principal, or an appropriate member of ELT
Trust Senior Leader and Trust Leader	3 from Director of Education, Assistant Director of Education, Executive Principal, Principal or an appropriate member of ELT
Head of Academy/Deputy Principal	Principal, CEO's representative where appropriate
Head of Service	3 from – Director, Assistant Director, LMSG, Trust Leadership Team
All other posts	3 from - Line Manager, Trust Leadership Team, Senior Leadership Team, Heads of Service

GRIEVANCE		
Posts	Delegated Authority	Appeal
Chief Executive	Trustees x 3	Chair of Board of Trustees x 3
Executive Leadership Team	CEO and 2 Trustees	3 x Trustees
All other posts	Directors, Assistant Directors, Principal, Head of Service or Head of Academy Middle/Senior Leader	3 x TLT member
OTHER HR FUNCTIONS		
Function	Delegated Authority	
Compromise agreements up to and including £10,000	Head of HR to agree terms CEO to sign	
Compromise agreements in excess of £10,000	CEO and Head of HR to agree terms Chair of Board of Trustees to approve. CEO to sign following approval	
Compromise agreements in excess of £50,000	Approval to be sought from the ESFA/HM Treasury	

Signature of Letter of Appointments	Delegated Authority
CEO	Chair of Board of Trustees
Executive Leadership Team	CEO
Principal/Head of Academy	CEO
All other posts	Assistant Director of Operations or member of Executive Leadership Team
Collective Agreements	Board of Trustees (Chair to sign)
Teachers Pay – Threshold/UPS	Executive Principal / Principal / Head of Academy
Function	Delegated Authority
<b>Acting up Payments/Additional Payments</b> <ul style="list-style-type: none"> <li>• CEO</li> <li>• Executive Leadership Team</li> <li>• Senior Leaders</li> <li>• All other Academy / central staff</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Trustees</li> <li>• CEO</li> <li>• CEO / Director of Education or an appropriate member of ELT</li> <li>• Executive Principal/Principal with advice from Chief Financial Officer / Assistant Director of Operations / Assistant Director- Safeguarding, Estates and Compliance</li> </ul>
Function	Delegated Authority
<b>Performance Management incremental progression</b> <ul style="list-style-type: none"> <li>• CEO</li> <li>• Director of Education</li> <li>• Executive Principals / Principals / Head of Academy / Chief Financial Officer</li> <li>• SLT in academy</li> <li>• Assistant Director of Operations, Assistant Director - Safeguarding, Estates and Compliance</li> <li>• Heads of Services</li> <li>• All other posts</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Board of Trustees plus 1 other Board member or external representative</li> <li>• CEO + 1 Trustee recommendation to Chair of Pay and Performance Committee</li> <li>• CEO / Director of Education + Pay and Performance Committee</li> <li>• Executive Principal / Principal + Pay &amp; Performance Committee</li> <li>• CEO with recommendation to Pay &amp; Performance Committee</li> </ul> <p>Assistant Directors / Chief Financial Officer</p> <ul style="list-style-type: none"> <li>• Academy: In accordance with the list of agreed Reviewers approved by the Academy Executive Principal / Principal &amp; Head of Academy + Pay and Performance Cttee.</li> <li>• Trust: relevant Executive Leadership Member</li> </ul>
<ul style="list-style-type: none"> <li>• Staffing restructures</li> <li>• Staffing restructures including Senior Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Leadership Team recommendation to CEO</li> <li>• CEO / ELT recommendation to Chair of Trustees</li> </ul>

<ul style="list-style-type: none"> <li>• Re-grading/Re-designation/increase in hours</li> <li>• Recruitment / variation to contracts via agreed Vacancy Control process</li> <li>• TLT / LMSG members – Regrading / re-designation</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Leadership Team recommendation to CEO</li> <li>• CEO / Assistant Director of Operations / Chief Financial Officer</li> </ul> CEO / ELT
Creation of permanent new posts with gross salary above £70,000	Board of Trustees with salary recommendation from Finance Committee via CEO
Creation of permanent new posts with gross salary below £70,000	CEO
Creation of temporary new posts of up to 1 year with gross salary less than £70,000	CEO / Director of Education
Revisions to Pay and Conditions	Board of Trustees
Decision to make Redundancies	Board of Trustees on recommendation from CEO
Authorisation of redundancy/early retirement payments	Head of HR so long as redundancies were approved by Board of Trustees
Determination of CEO's pay range	Board of Trustees on recommendation from Finance Committee or Chair of Board of Trustees
Determination of pay range for an individual with a salary in excess of £70,000	Board of Trustees on recommendation from Finance Committee via CEO
Determination of pay range for an individual with a salary less than £70,000	CEO / Director of Education
Determination of pay progression of the Chief Executive	Board of Trustees on recommendation of Chair of Trustees
Determination of pay progression of Executive Senior Leaders within their pay grade	CEO or representative reported to the Pay and Performance Committee and The Board of Trustees on the basis of Performance Management
Determination of pay progression of teaching posts below SLT within their pay grade (including Threshold)	Executive Principal / Principal reported to the Pay & Performance Committee (for information) on the basis of Performance Management
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	Assistant Director of Operations(with reference to the CEO, and Executive Leadership as appropriate)

N.B – Any other delegated Authority not described above would need to be referred to the Board of Trustees for a decision

The term 'Principal' will include Acting Principal

# Governance

## Remits, Roles and Responsibilities

### Members

The ultimate responsibility for the governance of the trust belongs to the Members.

- a. The Members are accountable to the Secretary of State for effective governance of the Trust and the achievement of its objectives. Full details of Members remit and responsibilities are contained in the Articles of Association alongside which, reference should be made to the Master Funding Agreement.

The Members will meet at least annually or more frequently if circumstances require.

### Board of Trustees

The Board of Trustees can comprise up to 14 persons of which up to 8 Trustees can be appointed by the Members. The membership will be kept under review and will expand or change as the needs of the Trust require. The Trustees are responsible and accountable to the DfE for the performance and efficiency of all The Harmony Trust and all of its academy schools.

The Board of Trustees will always include a Chair. The Trustees shall each school year elect a chair and a vice-chair from among their number: employees are not eligible;

The Chief Executive is also appointed by the Board of Trustees and is an employee of the Trust;

The Chief Executive is responsible to the Board of Trustees for the effective management of the Trust and its constituent schools. A wide-ranging set of responsibilities have been delegated to the Chief Executive, full details of which are found below.

Full details of the remit of trustees are covered in the Articles of Association but in brief:

- Trustees will ordinarily serve for 4 years;
- The Board of Trustees shall hold at least 3 meetings in any academic year;
- All Academy Trustees will be expected to represent the interests of all academy schools as mandated in the 'Object' of the Academy and which is detailed in the Articles of Association. Trustees should not underestimate the commitment they need to make;
- Trustees are expected to play a full and active role in the governance of the trust;

### CEO

The CEO's key responsibilities include:

- To work closely with the Members and Board of Trustees to provide outstanding strategic leadership for The Harmony Trust ensuring continuing success and sustainability in its academies.
- To promote the strategic vision and philosophy of the Harmony Trust.



- Ensure appropriate arrangements are in place to deliver high standards of education for all children
- To ensure that effective safeguarding procedures are in place for all children in the academy
- To ensure compliance with all statutory regulations and policies
- To ensure the highest quality of financial probity
- To ensure best employment practice for all staff
- To be the identified Accounting Officer for the Trust

## **Accounting Officer**

### **1. INTRODUCTION**

This statement sets out the Trustees' policy on the management of finances within The Harmony Trust. This policy will apply to all academies within the trust. It has been developed from, and should be read with reference to the following:

- 1.1. Relevant academy, company and charities law;
- 1.2. The Master Funding Agreement (MFA) between The Secretary of State and The Harmony Trust;
- 1.3. The supplemental funding agreements for each academy;
- 1.4. The current Academy Trust Handbook.

### **2. DELEGATION STATEMENT**

On 5<sup>th</sup> September 2016, The Harmony Trust appointed Mr Antony Hughes as its Chief Executive. The Board of Trustees then formally delegated the day to day financial management of the budget and the responsibilities of the Accounting Officer to the Chief Executive of The Harmony Trust.

### **3. RESPONSIBILITIES OF THE CHIEF EXECUTIVE IN THE ROLE OF ACCOUNTING OFFICER**

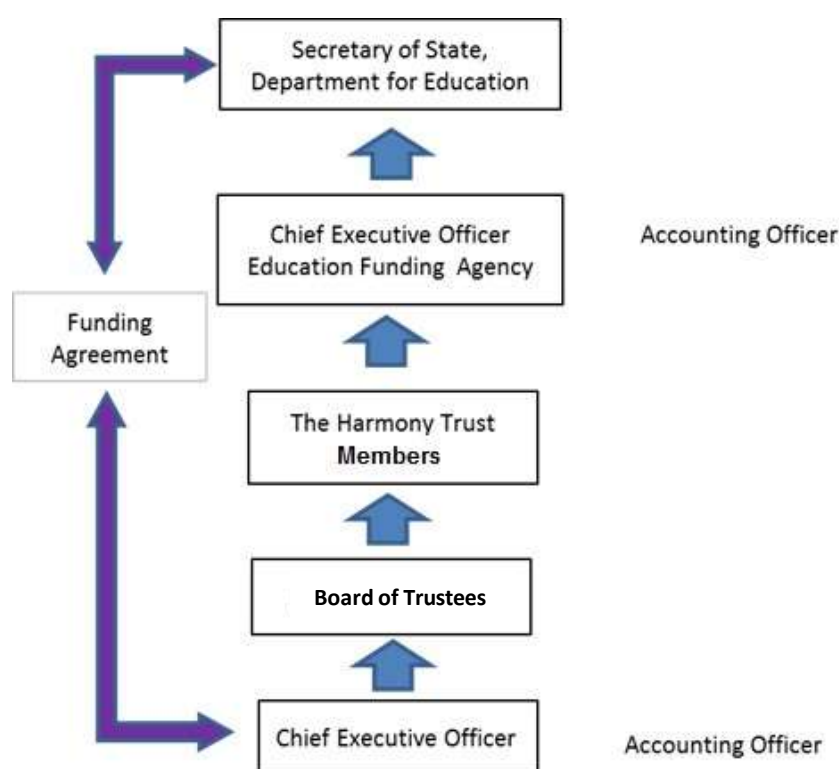
Full details of responsibilities are contained in the Academy Trust Handbook but can be summarised as follows:

- 3.1. The Accounting Officer (i.e. Chief Executive) has responsibility, under the Board of Trustees of the Multi Academy Trust's (MAT) guidance, for the overall organisation, management, and staffing and for its procedures in financial and other matters, including conduct and discipline.
- 3.2. The Accounting Officer is personally responsible to Parliament and to the Accounting Officer of the Education Funding Agreement ESFA for the resources under the Trust's control.

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, accounting officers must be able to assure Parliament and the public of high standards of probity in the management of public funds. The Accounting Officer must advise the Board of Trustees in writing if, at any time, in his or her opinion, any action or policy under consideration by the governing body is incompatible with the terms of the Handbook or Funding Agreement.

- 3.3. Similarly, the Accounting Officer must advise the Board of Trustees in writing if the Board appears to be failing to act where required to do so by the terms and conditions of the Handbook or MFA.
- 3.4. Where, despite the advice of the Accounting Officer, the Board of Trustees is minded to proceed, the accounting officer must consider the reasons the Board gives for its decision. If, after considering the reasons given by the Board, the accounting officer still considers that the action proposed by the Board is in breach of the Handbook or Funding Agreement, the accounting officer must advise in writing the ESFA's Accounting Officer of the position.



- 3.5. The ESFA's accounting officer will send a letter annually to all Academy Trust Accounting Officers, with updates for new Chief Financial Officers, setting out their key responsibilities and highlighting any changes from previous years.

3.6. The MAT accounting officer, under the guidance of the Board of Trustees, must ensure that there is appropriate oversight of financial transactions. In doing so, they must:

- 3.6.1. Ensure that bank accounts, financial systems and financial records are operated by more than one person;
- 3.6.2. Ensure that all the MAT's property is under the control of the trustees, and that measures are in place to prevent losses or misuse;
- 3.6.3. Keep full and accurate accounting records; and
- 3.6.4. Prepare accruals accounts, giving a true and fair view of the MAT's incoming resources and application of resources during the year, and the state of affairs at the year-end, in accordance with existing accounting standards.

The Accounting Officer is personally responsible to the Board of Trustees, and through it to the Secretary of State and Parliament, for:

- ensuring regularity and propriety;
- ensuring prudent and economical administration;
- avoiding waste and extravagance;
- securing value for money through the efficient, effective and economic use of available resources; and
- day to day organisation, staffing and management of the MAT.

3.7. The MAT's accounting officer was required to complete and sign a statement each year demonstrating how the MAT has secured value for money VFM. From September 2015, this is incorporated into the Trust's annual governance statement in its accounts.

### **3.8. Accounting Officer's Statement**

- 3.8.1. An accounting officer's statement on governance, regularity, propriety, compliance and value for money must be included in the MAT's annual report. This is a formal declaration by the MAT's accounting officer that they have met their personal responsibilities to Parliament for the resources under their control during the year.
- 3.8.2. It includes a responsibility to ensure that public money is spent for the purposes intended by Parliament (regularity) and a responsibility to ensure that appropriate standards of conduct, behaviour and corporate governance are maintained when applying the funds under their control (propriety), a responsibility to ensure value for money and for the efficient and effective use of all the resources in their charge.
- 3.8.3. The accounting officer also has a responsibility to advise the Board of Trustees and the ESFA of any instances of irregularity or impropriety, or non-compliance with the

terms of the MAT's master funding agreement. The format of the statement is included within the Accounts Direction which is issued annually.

## **Responsibilities delegated to the Chief Financial Officer in the day to day financial management of the multi academy trust budget**

- 3.9. The Chief Financial Officer will prepare and submit an annual Budget Plan to the Finance Committee for submission to the Board of Trustees for approval during the Summer Term. If final funding notification from the ESFA is awaited, a draft budget will be prepared for approval, to be adjusted in the new financial year.
- 3.10. The Chief Financial Officer will ensure that the end of year accounts are prepared, audited and submitted to the ESFA in accordance with ESFA notified timescales.
- 3.11. The Chief Financial Officer will prepare budget reports for the Finance Committee and Audit and Risk Committee to be submitted to the Board of Trustees for approval. The budget reports submitted to the Finance Committee will include relevant system reports i.e. a cost centre group report or equivalent, a full bank reconciliation and cash flow statement.
- 3.12. The Chief Financial Officer will monitor the expenditure under the control of the Board of Trustees, producing appropriate financial reports to the Board at least six times a year and will share management accounts with the Chair every month.
- 3.13. The Chief Financial Officer will prepare an annual 3 Year Strategic Financial Plan in line with the Trust strategic plan and reflecting the financial and resource consequences for each year including options, where appropriate, for consideration by the Finance, and or Audit and Risk Committee. The Chief Financial Officer will ensure all statutory deadlines are achieved.
- 3.14. **Virements**  
The Chief Financial Officer is responsible for determining and seeking approval for the policy on virements; see Trust Handbook full details.

## **DELEGATION**

- 3.15. Academy trusts are independent institutions and the financial accountability system set out in the Academy Trust Handbook reflects this by providing trusts with increased autonomy over routine financial transactions. It is for the Trustees to determine how they wish to discharge and delegate this autonomy, however, there are certain delegated authorities which are stipulated in the Academy Trust Handbook:

- Novel, contentious and repercussive transactions;
- borrowing;
- gifts;

- write-offs and entering into liabilities;
- special payments;
- acquisition and disposal of fixed assets;
- leasing;
- Transactions with related parties  
(see Trust Handbook for details)

3.16. The Chief Executive may exercise his/her delegated authority (see '3' & '4' above) through delegation to trust staff or through the procurement of external, expert support (subject to adherence to appropriate procurement and approval procedures), and subject to the following principles:

3.16.1. The Chief Executive will make recommendations to the Board of Trustees on an individual academy basis for a differentiated approach to delegation and that the decisions are reviewed annually.

3.16.2. Academy Principals are responsible for the day to day management of their delegated academy budgets and submission of balanced budget plans to be submitted firstly to the CEO and CFO who will present them to the Board of Trustees for approval;

3.16.3. Each academy will have appropriate financial arrangements in place to support the Academy Principal in the day to day management of school budget and assets as well for reporting to the Accounting Officer, Chief Financial Officer, Finance Committee, Audit and Risk Committee or Board of Trustees as may be determined as the trust organisation develops;

3.16.4. That delegations are clearly specified and documented either via approved policies and procedures, contracts, SLAs or job descriptions/contracts;

These arrangements along with authorised signatories will be appended to the Finance Policy (Financial Scheme of Delegation).

While the Trust will seek to optimise levels of delegation to individual academies, this will be subject to satisfactory performance. The CEO will undertake regular assessments of the performance of all academies across a range of indicators and will report directly to the Board of Trustees any issues that would warrant a reduction in delegated responsibilities.

The scheme will be kept under review and will be submitted to the Trustees annually for their approval.

## Principals/ Executive Principals

Subject to responsibilities of the Board of Trustees and the policy statements of the Company, the Principal shall be responsible to the CEO:

- To create and maintain optimum conditions for learning so that all children in all academies experience a Great Place2Learn
- To create and maintain optimum conditions for working so that all members of staff in all academies experience a Great Place2Work
- Ensuring the provision of a high quality education and high standards for all
- To implement all areas of the strategic plan and ensuring that academy level planning reflects Trust wide priorities
- To work with the Development Team on meeting the professional development needs of all educational staff
- Ensuring the effective leadership and management of staff
- To develop highly effective relationships with parents so they are partners in learning
- Ensuring the safety and welfare of pupils and staff
- To provide leadership and accountability on Trust-wide developments and priorities, including the Harnessing Technology Maximising Learning (HTML) strategy
- To model and reinforce the values of the Trust in the leadership of the academies
- To be deployed to lead other academies both within and outside of the Trust to improve outcomes for children
- To demonstrate and model collaborative working both within the Trust and externally with other schools/academies and wider partnerships
- Implementing the agreed policies and procedures laid down by the Trustees - this includes the implementation of all statutory regulations
- Managing the academy within existing resources and ensuring value for money
- Ensuring that the academy budget is managed with due regard to all financial regulations
- The leadership and management of the Academy, including the deployment of staff to ensure optimal outcomes for children
- The admission of pupils
- The maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the Board of Trustees
- All such additional functions as may be assigned under the job description or contract of employment

## Infrastructure Group

- To provide high quality services to academies to enable Principals to focus on the core business of teaching and learning.
- Ensure there is compliance with all relevant legislation and regulation including the Academy Trust Handbook, Safeguarding and H&S regulations.
- Ensure Governance is effective and compliant

## Virtual Head for Looked After Children

The Trust has appointed a Virtual Head for Looked After Children (LAC). The purpose of this post is to ensure that all Looked After Children across the whole trust have access to good provision, attend well, make good progress and are safeguarded.

# Appendix 1: The Role of the Safeguarding Trustee

## Safeguarding

In September 2020, the statutory guidance – “Keeping Children Safe in Education (KCSIE)” was updated. This details the responsibilities of Trustees in ensuring they are overseeing robust safeguarding procedures.

Safeguarding is an umbrella term that covers many more aspects than just child protection. There are statutory requirements for safeguarding which academies must comply with including:

- Having clear policies, strategies and procedures to ensure the safeguarding and welfare of pupils including those relating to child protection, behaviour, bullying, health and safety, harassment and discrimination
- Having a named Designated Safeguarding Lead (DSL) who is a member of the SLT in each academy
- Having named trustee for safeguarding
- Ensuring the recruitment of staff and volunteers in line with safer recruitment guidance and legislation
- Having procedures in place for dealing with allegations of abuse against members of staff or volunteers
- Ensuring all staff, volunteers and Trustees have suitable training to discharge their safeguarding responsibilities

## The Board of Trustees

The statutory requirements for safeguarding which Trustees must comply with include:

- Having an agreed, written child protection policy that is reviewed annually and shared with parents
- Having a named designated safeguarding lead who is a member of the SLT
- Having a named Trustee for safeguarding
- Having child protection procedures in place ensuring that there is training at an appropriate level for staff recruiting staff and volunteers in line with safer recruitment guidance and legislation. **The named Safeguarding Trustee is Graham McGuffie.**
- Having procedures in place for dealing with allegations of abuse against members of staff or volunteers
- Ensuring that a Single Central Record (a legal requirement in the recruitment and vetting process for all schools) is fully up to date.

It should also be noted that neither the Board of Trustees nor the Safeguarding Trustee has a role in dealing with individual cases or a right to know case details. The role is more strategic and should focus on being aware of how much child protection work each academy is involved in to ensure that the trust’s statutory responsibilities are adequately resourced. To this end, the Safeguarding trustee

must support the central safeguarding team and academy DSLs by making sure that role is properly and adequately resourced.

## **The Safeguarding Trustee**

The safeguarding Trustee has a key role in keeping a focus on safeguarding. He/she is responsible for ensuring that safeguarding matters are kept on the agenda at Board of Trustee meetings and that trustees are kept informed about new legislation and the effectiveness of academy practice. The Safeguarding trustee should meet with Assistant Director – Safeguarding, Estates and Compliance and the Head of Safeguarding on a regular basis to discuss any emerging themes that might require resource.

There is much focus on local procedures and therefore all safeguarding procedures take into account the Local Authority Safeguarding arrangements. The Assistant Director – Safeguarding, Estates and Compliance and responsible trustee will need to ensure that they are familiar with the local procedures which will differ depending on the locality of each academy.

Finally, the Designated trustee should check that staff and trustees are appropriately trained and keep their own child protection knowledge up to date.



## Appendix 2: The Role of the SEND Trustee

The legal responsibilities of governing boards in relation to pupils with SEND are set out in the Children and Families Act 2014 and the statutory guidance, the SEND Code of Practice: 0 to 25 years. They require Trust Boards to:

- Use ‘best endeavours’ (do everything they can) to ensure that pupils with SEND get the support that they need.
- Ensure that relevant policies have been approved and monitor their effectiveness.
- Ensure that the necessary SEND information is published on the academy/trust website
- Ensure that adequate resources are allocated to provision for pupils with SEND.
- Ensure a suitably qualified or experienced SENDCo has been appointed and is working effectively

As a multi-academy Trust, the Board of Trustees delegate their responsibilities for the day to day monitoring of the quality of provision in its academies. The CEO and Director of Education report on a termly basis to the Performance and Standards Committee with regard to the quality of provision and the overall effectiveness of its academies, this includes for those pupils with SEND. The SEND Trustee sits on the Performance and Standards Committee and fulfils the duties outlined above on behalf of the board. The SEND Trustee also has a particular focus on provision and quality of experience of pupils with SEND when visiting and working with particular academies.

### Purpose of role

- To challenge and support the Executive Leaders of the Trust, who are responsible for ensuring the provision for SEND pupils including the CEO and Director of Education
- To lead on behalf of the board in ensuring that all pupils with SEND get the support they need.
- To act as the board’s specialist on SEND and champion the needs of pupils with SEND at board level.

The appointed trustee should take the lead on ensuring the effectiveness of SEND provision. However, the governing board retains collective responsibility.

### SEND Trustee duties

**1. Working with the Director of Education and Head of the Inclusion** on a regular basis in order to:

- Develop an effective working relationship that allows for appropriate support and challenge.
- Participate in academy visits to learn about the trust’s context and the needs of pupils with SEND.
- Discuss SEND provision, focusing on how policies are applied and whether any changes are needed.
- Understand the trust’s strengths in relation to SEND provision and areas for development.
- Ensure that SENCOs have received appropriate training and are challenged and supported.
- Seek assurance that staff receive effective and up to date SEND training.

## **2. Understanding and monitoring effective SEND practice**

The SEND link trustee should have a good understanding of the legal duties of schools and governing boards in relation to pupils with SEND. They also need to learn how SEND provision works in their own setting. This should focus around:

- Investing time in appropriate development and learning: attending regular training on SEND and inclusion, and reading and understanding chapter 6 of the SEND Code of practice.
- Understanding the views of all key stakeholders in relation to SEND (pupils, families, staff, and local partners).
- Checking that the Trust makes good use of financial resources (including the notional budget) to support pupils with SEND.
- Ensuring the academies publish the necessary documentation detailing their SEND provision.

## **3. Supporting the Board of Trustees to monitor SEND provision.**

As the board's SEND specialist, the SEND trustee should:

- Champion an inclusive culture, reminding the board to consider the impact of their decisions on pupils with SEND (particularly during budget discussions).
- Use their specialist knowledge to challenge senior executive leaders about SEND provision.
- Ensure all members of the governing board have the knowledge and understanding they need to make informed decisions – all trustees should be familiar with Chapter 6 in the SEND Code of Practice 2015.
- Make sure that the trust complies with its statutory duties around SEND.

## Appendix 3: The Role of a Link Trustee

Trustees play a vital role in ensuring the effective governance of the trust and in fulfilling the statutory requirements of their role. They delegate the day-to-day responsibility for the monitoring of the Quality of Education to the CEO and his executive leadership team. The Director of Education reports termly to the Progress and Standards Committee to provide an evaluation of individual academy strengths and areas for development and progress against the Trust wide priorities set by Trustees. This in turn enables Trustees to make informed decisions and to enable the effective deployment of resources in their role.

The role of the Link Trustee is to gain academy insight from a trustee perspective and should not duplicate the model of monitoring, challenge and support that is now well established in the Trust. Trustee time is limited and should therefore add capacity and be used wisely to support the academy development process.

Examples of Trustee involvement include but are not limited to:

- Participating in a CEO Learning Walk
- Attending forums and engaging with parents, pupils and staff
- Participating in an Academy Improvement Board Meeting
- Supporting an Inquiry Day with a specific focus

Priority academies will have a Link Trustee assigned to them, activity and engagement will be discussed with the CEO and Director of Education so that the priorities are known and shared and so that it can be determined how the Link Trustee will add capacity.

### Proposal for Link Trustees to 31<sup>st</sup> August 2024

Academy	Link Trustee
Alt	Angela Lant
Greenfield	Beenash Iqbal
Greenhill	Beenash Iqbal
Northmoor	
Richmond	Angela Lant
Westwood	Graham McGuffie

Academy	Link Trustee
Ash Croft	
Alvaston	Kit Thorne
Carlyle	Angela Lant
Cavendish	Ian Robinson
Cottons Farm	Kit Thorne
Hackwood	Angela Lant
Lakeside	
Reigate Park	Ian Robinson
Village	

## Appendix 4: The Harmony Trust Members

The Harmony Trust currently has five members:

- Marian Simmons
- Oldham Hulme Grammar School
- Razwan Mohammed
- Emma Farmer
- Norman Hole

## **Appendix 5: Trustees of The Harmony Trust**

- Andrew McCully - Chair of the Board of Trustees
- Kit Thorne - Vice Chair of Trustees, and, Chair of Finance Committee
- Graham McGuffie - Chair of Standards, and Pay & Performance Committee
- Ian Robinson - Chair of Audit and Risk Committee
- Olwyn Smythe
- Angela Lant
- Ben Flynn
- Helen Cairns
- Beenash Iqbal
- Nadia Saleh

## Appendix 6: Authorised Bank Signatories

Any two from the following:

### **The Harmony Trust Ltd**

Antony Hughes  
Sharon Costello  
Tracey Mellor  
Mike Hodder

## **Appendix 7: Terms of Reference of Committees and Groups**

### **Governance Forum**

#### **Membership**

- Members
- Trustees
- Trust Leadership Team

#### **Chairing**

The forum chair will be the vice chair of Trustees.

#### **Meetings pattern**

This forum will meet at least termly during term time. These meetings will be either face to face or by video / conference call. All meetings will be minuted and reported to the Board of Trustees.

#### **Purpose**

- For members, trustees, and the trust leadership team to have professional dialogue with the key aim of generating innovative approaches and solutions to the challenges which the Trust faces on its improvement journey
- To enhance and add value to the regular half-termly Board of Trustee and committee meetings by securing improved ownership of the Trust's strategic objectives and by providing learning and development opportunities for participants

## **Standards Committee/Pay and Performance Committee**

### **Membership**

- Chief Executive
- 4 Trustees nominated from the Board of Trustees

### **In attendance:**

- Director of Education
- Assistant Director of Education
- Any other nominees of the CEO

### **Chairing**

The committee chair will be elected by the committee at the beginning of each academic year.

### **Meetings pattern**

This committee will meet at least termly during term time. These meetings will be either face to face or by video / conference call. All meetings will be minuted and reported to the Board of Trustees.

### **Quorum**

The quorum for committee meetings shall be at least 3 of which at least two should be trustees.

### **Roles and responsibilities**

- To monitor progress against the Trust's Strategic Improvement Plan and the associated frameworks that support the Trust to meet its overarching objective
- To monitor the implementation of the Great Place2Work and Great Place2Learn strategies and the impact on staff, children and families.
- To ensure a constant review the Quality of Educational Provision at each of the academies of standards, progress and performance across all academies, including taking regular reports from any Academy Improvement Boards (AIBs)
- To monitor the impact of effective strategies to accelerate progress and raise the attainment of for all children in all year groups including those who are most vulnerable (SEND and Disadvantaged)
- To ensure that the relevant services including The Harmony Trust Development Team are acting strategically to support the overall improvement journey and providing appropriate challenge and support.
- To ensure high quality provision at all academies and that all academies are on an improvement trajectory in terms of OFSTED judgements, parental confidence, and pupil outcomes.
- To monitor the impact of Trust wide initiatives and strategies, especially where there is significant financial investment including but not limited to Read, Achieve, Succeed, HTML, The Trust Inclusion Strategy and The Excellence for All Framework.
- To monitor pupil attendance and to challenge leaders to ensure that all is being done to ensure that all children attend everyday
- To ensure that the Trust meets its statutory requirements in respect of pay and performance;



- Each year, to review the salaries of all teaching staff up to and including the Principal, with effect from 1<sup>st</sup> September, in accordance with existing Trust arrangements and after taking the advice of the Chief Executive in relation to the meeting of performance objectives where appropriate;
- To agree the Pay Policy for the Trust, with the purpose of recommending adoption by the Board of Trustees.
- To agree the Performance Management for the Trust, with the purpose of recommending adoption by the Board of Trustees.
- To agree the value and award of Teaching & Learning Responsibility Points;
- To ensure that every member of staff has a job description, which is reviewed annually, and that job descriptions are reviewed when vacancies occur;
- To monitor and review all staffing policies and procedures. These cover issues relating to pay; staffing adjustments; recruitment and selection (see above); equal opportunities; employee relations; conduct and capability; grievance; dismissal;
- To appoint a separate Appeals Committee from independent trustees if required, that committee is the Finance Committee.
- To ensure, via reports from the Chief Executive, that the Performance Management policy is implemented throughout the Trust, and that all staff are included in the system of performance review;
- To agree procedures for hearing staff grievances;
- To agree procedures for appeals against dismissal from Trust staff, in line with Trust policy;
- To report to the Board of Trustees annually and as required;

## **Finance Committee**

### **Membership**

- 4 Trustees nominated from the Board of Trustees

### **In attendance:**

- Chief Executive Officer (Accounting Officer)
- Chief Financial Officer
- Director of Education as required
- Assistant Director of Operations as required
- Assistant Director – Safeguarding, Estates and Compliance as required
- Any other nominees of the CEO

### **Chairing**

The committee will appoint the Chair for Finance. The Chair must be a Trustee.

### **Attendance**

Any other member of the Board of Trustees may also attend and the committee may allow other persons to attend.

### **Quorum**

The quorum for committee meetings shall be at least 3 of which at least two should be trustees. The committee shall not meet without the Chief Executive, or a nominated substitute being present.

### **Meetings**

The committee shall meet at least termly; any additional meetings will be called as and when necessary. These meetings will be either face to face or by video / conference call. All meetings will be minuted and reported to the Board of Trustees. At least 7 days' notice must be given when calling such a meeting.

### **Clerking**

The Clerk (Governance Professional) to the committee will be appointed by the Board of Trustees and will not be a member of the committee.

### **Finance Roles and Responsibilities**

To assist the decision making of the Board of Trustees, by enabling more detailed consideration to be given to the best means of fulfilling the Board of Trustees responsibility for ensuring sound management of the Trust's finances and resources, including proper planning, monitoring and probity.

The committee shall have absolute discretion in the following:

- a. Oversight of the day-to-day operation of the Trust Finances, with due regard for the requirements of the Academy Trust Handbook and the Funding agreement.

- b. In consultation with the Chief Executive and Trust Chief Financial Officer, recommend for approval, to the Board of Trustees, the first formal budget plan of the financial year for the Trust and its constituent academies.
- c. To contribute to the formulation of the Trust's Strategic and Improvement plans, through the consideration of financial priorities and proposals, in consultation with the Chief Executive, and within the stated and agreed aims and objectives of the academy and to monitor the implementation of the plans. This should include the development of a Medium Term Financial Strategy that enables the best use of available resources to meet the priorities set out in the strategic plan.
- d. To establish and maintain a 3-year rolling, indicative oversight of the Trust's budget.
- e. To prepare and review the detailed financial policy statements, including consideration of long-term planning and resourcing.
- f. To maintain a Charging Policy for the Trust and establish an approach to procurement that delivers optimal value for money and where possible supports the local economy.
- g. To monitor income and expenditure of all funds and to report the financial situation to the Board of Trustees at their meetings.
- h. To monitor the impact of spending decisions upon educational achievement in the school.
- i. To recommend for approval by the Board of Trustees the level of delegation to the Chief Executive for the discharge of the duties of Accounting Officer and for the day-to-day financial management of the Trust.
- j. To oversee the preparation of the year-end accounts. Liaising with the Chief Executive, Chief Financial Officer and external auditors.
- k. As appropriate, to liaise with and receive reports from other committees as may be established by the Trust and to make recommendations to those committees about the financial aspects of matters being considered by them.
- l. To report its deliberations to the Board of Trustees at each of its meetings.
- m. To review regularly the detail of the agreed Finance Policy and Trust Handbook and satisfy themselves that Academies are compliant

## Audit and Risk Committee

The Audit and Risk Committee is a Committee of the Board of Trustees and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board.

The Audit 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, in consultation with the Accounting Officer and/or the Board of Trustees.

### Membership

- The membership of the Committee will comprise a minimum of 3 trustees.
- At least one member of the audit committee should have recent or relevant accountancy, or audit assurance, experience.
- Any trustee may attend a meeting of the audit committee, including those who are not members of the audit committee.

### In attendance:

- Chief Executive Officer (Accounting Officer)
- Chief Financial Officer
- Director of Education as required
- Assistant Director of Operations as required
- Assistant Director – Safeguarding, Estates and Compliance
- Assistant Director of Education as required
- Any other nominees of the CEO. Staff employed by the trust may be invited to attend the audit committee to provide information and participate in discussions but should not be members of the committee, will be separate to the finance committee and not have overlapping membership.

### Chairing

The committee will appoint the Chair for Audit and Risk. The Chair must be a Trustee. The chair of the Board of Trustees of the academy trust and the chair of the finance committee shall not serve as chair of the audit committee.

### Attendance

Any other member of the Board of Trustees may also attend and the committee may allow other persons to attend.

### Quorum

Until otherwise determined by the Board of Trustees, a quorum shall consist of 2 members of the committee. The committee shall not meet without the Chief Executive, or a nominated substitute being present.

### Meetings

The committee shall meet at least termly; any additional meetings will be called as and when

necessary. These meetings will be either face to face or by video / conference call. All meetings will be minuted and reported to the Board of Trustees.

At least 7 days' notice must be given when calling such a meeting.

### **Clerking**

The Clerk (Governance Professional) to the committee will be appointed by the Board of Trustees and will not be a member of the committee.

### **Roles and Responsibilities**

To be responsible for providing assurances to the Board of Trustees that risks are being adequately identified and managed by:

- To maintain an oversight of the Trust's (AT's) financial, governance, risk management and internal control systems.
- Agreeing a programme of work with the organisation appointed to carry out the internal scrutiny role on behalf of Trustees, to address, and provide assurance on, those risks.
- To report its findings termly and annually to the Board of Trustees and the Accounting Officer as a critical element of the AT's annual reporting requirements.
- The Audit Committee has no executive powers or operational responsibilities/duties.

The outcome of the work of the committee will inform the governance statement that accompanies the Trust's annual accounts and, so far as is possible, provide assurance to the external auditors. The committee is authorised by the Board of Trustees to investigate any activity within its terms of reference, and to seek any information it requires from staff. Staff are requested to co-operate with the Committee in the conduct of its inquiries. Requests for work and reports from internal audit will be channelled through the Accounting Officer, to whom the Chief Financial Officer reports. The Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

The specific duties of the Committee are to:

- a. Oversee the trust's risk register, and on the advice of the CEO (Accounting Officer) and CFO conduct a regular review of risks to internal financial control of the Trust and establish a programme of work to address these risks, inform the statement of internal control and value for money statement, and so far, as is possible, provide assurance to external auditors.
- b. Review the effectiveness of the Trust's internal controls to ensure that the aims, objectives and key performance targets of the Trust are achieved.
- c. Ensure that the Trust's internal control systems meet, or exceed the standards specified in the Academy Trust Handbook and complies in all other respects with these guidelines.
- d. Ensure that the Trust is independently audited by an approved registered auditor.
- e. Recommend to the Board of Trustees the appointment, re-appointment, dismissal and remuneration of the Trust's auditors as required, internal and external. Monitor the effectiveness of the auditors.
- f. Ensure that a copy of the auditor's letter of engagement is submitted to the ESFA with the annual accounts and management letter.

- g. Respond to the Auditor's management letter and report and inform the Trustees of any significant issues, agree any action plan arising from it.
- h. To review the external auditors plan, annual accounts, audit findings, management response and effectiveness of the external auditor and produce annual report of conclusions.
- i. To monitor the implementation and operation of the Trust's Financial Policy and Procedures by the appointment of 'an independent reviewer'.
- j. Consider internal reports, and recommend to the Finance Committee / Board of Trustees as appropriate to respond to findings.
- k. Review the operation of the Trust's code of practice for Trustees and code of conduct for staff.
- l. Review annually the Trusts Health and Safety policy, ensuring it meets all requirements of relevant legislation and the Trust are fulfilling these requirements.
- m. Review Health & Safety and Safeguarding practice are audited annually.
- n. Ensure there is sufficient focus on Safeguarding and Health & Safety matters.
- o. Ensure there is a nominated Data Protection Officer.
- p. 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.
- q. Provide minutes of all Audit Committee meetings for review at Board of Trustee meetings.

## Interim Local Governing Body

The Board of Trustees recognises that there may be schools that wish to join Harmony Trust, but are concerned that the transition to a forum model might risk losing governance expertise and local engagement. In these situations, the Trustees will consider appointing an Interim Local Governing Body providing:

- There are no concerns about the performance of the school and governance is demonstrably strong
- That there are no concerns about financial viability
- The impact of this model is reviewed after 12 months
- The arrangement does not increase any reporting requirements for principals
- It is understood that the Board of Trustees is ultimately accountable for the school, particularly in respect of standards, pupil outcomes and financial management
- The forum model is implemented in parallel to ensure that staff, parents and pupils have the same influence and involvement as other Harmony academies.

The precise terms of reference will be agreed on a case by case basis, but would involve the following expectations:

### Membership

- Chief Executive or his representative
- Director of Education
- Representatives from the schools former governing body

### Chairing

The committee will appoint the Chair. The Chair must be a member of the Interim Local Governing Body but not the Chief Executive or an employee of the Trust.

### Attendance

Any member of the Board of Trustees may also attend and the Interim Local Governing Body may allow other persons to attend.

### Meetings

The Interim Local Governing Body shall meet at least half termly in advance of the Board of Trustees meetings; any additional meetings will be called as and when necessary.

At least 7 days' notice must be given when calling such a meeting.

### Clerking

The Clerk to the Interim Local Governing Body will be appointed by the Board of Trustees and will not be a member of the Interim Local Governing Body.

### Roles and Responsibilities

(TBD with the relevant governing body)

## **Learning Matters Steering Group**

### **Membership**

- Chief Executive
- Director of Education
- Other members of ELT, as required
- All Executive Principals and Principals

NB No substitutions or alternatives to attend

Other staff may be invited to attend for specific agenda items

### **Chairing**

Meetings will be chaired by the Chief Executive, or the Director of Education as the vice chair

### **Pattern of Meetings**

Meetings will be held weekly. All members are asked to protect and prioritise this time.

### **Roles and Responsibilities**

- To act as the leadership team for the Trust that steers strategic changes in the provision of education
- To develop, evaluate, and maintain oversight of the Great Place to Learn section of the Strategic Plan and be accountable for its implementation; monitor and evaluate performance in areas identified as strategic priorities and provide feedback on the implementation of strategic initiatives, such as HTML; and identify where there needs to be further trust wide collaboration.
- To take a medium to long term view of the development of the Trust and the principles underpinning its approach to education, including those that should underpin every Academy's curriculum and approach to teaching and learning and the development of common frameworks and resources to improve teacher workload
- To oversee and support executive and principals in taking forward effectively their areas of lead strategic responsibility
- To consider recommendations from Trust wide Peer Inquiries and any subsequent changes to the Strategic Plan
- To develop a sustainable staffing model which can deliver high quality education to children
- To approve any significant changes to the funding models proposed by the Chief Financial Officer
- To communicate to academy-based staff any decisions/actions as agreed at strategic level
- To support the CEO in the growth and development of the Trust both within and beyond Oldham, Tameside, and Derby
- To have a close working relations with senior members of the Central team to ensure that our good reputation is maintain and that risk is managed in all areas - Standards, Finance, Safeguarding, Health and Safety in particular



**Note**

It is anticipated that for areas of significant strategic change there will be operational groups underneath the LMSG (e.g. the HMTL project group) led by the relevant strategic lead. These would be responsible for day to day project delivery and report into the LMSG.

## **Trust Leadership Team**

### **Membership**

Membership will consist of:

- Chief Executive
- Director of Education

### **Executive Leadership Team (ELT) Group**

- Chief Executive
- Director of Education
- Assistant Director of Education
- Chief Financial Officer
- Assistant Director of Operations
- Assistant Director – Safeguarding, Estates and Compliance

### **Ops Group**

- Chief Financial Officer
- Assistant Director of Operations
- Assistant Director – Safeguarding, Estates and Compliance

### **Academy Staff**

- All Executive Principals & Principals
- All Heads of Academies
- Other invitees to reflect the needs of the agenda

### **Chairing**

Meetings of the group will be chaired by the Chief Executive or Director of Education

### **Pattern of Meetings**

TLT meetings will take place when needed and appropriate to do so

The Trust Leadership team will also hold at least one Leadership Development Session per term.

### **Terms of Reference**

**To be responsible for the strategic management of the Trust including:**

- To lead the further development of Great Place to Learn and Great Place to Work and monitor the impact of these strategies on pupils and staff
- Prioritisation and deployment of resources to ensure the highest quality of education in all of its Academies
- Financial management and planning
- Building and asset management
- Staffing and organisation, recruitment
- ICT Strategy and management
- Development of agendas for Academy meetings and supporting paperwork
- To ensure that all Trust policies remain relevant and up to date, and are fully and consistently deployed
- To provide a forum to discuss and develop medium – long term strategy and to allow a deeper understanding of the Trust as a whole

- To agree a consistent approach to communications.
- To review academy performance and progress data
- To identify effective practice and to ensure its dissemination
- To review the impact of policies on performance and progress
- To monitor likely inspection outcomes

#### **Risk Management**

- Monitoring and maintenance of the Trust risk register
- Provide regular reports to Trustees and escalating risks as necessary

#### **Strategic Growth and Development**

- Commissioning and delivery of trust projects
- Overview of all activity funded via Government or local authority grants and its impact
- Oversight of the development of the Trust's school improvement and professional development services through the Harmony Teaching School Alliance
- Commissioning of Project Management of academy conversions

#### **Horizon Scanning**

- To ensure the Trust remains up to date with existing and future national, regional and local developments as may impact on the Trust, including (not exclusively) government legislation, policies, economic and demographic factors, local government, academy developments.

#### **Board of Trustees**

Planning and preparatory work for the BoT in support of any strategic decisions.

## Executive Leadership Team (ELT) Group

### Membership

- Chief Executive Officer
- Director of Education
- Assistant Director of Education
- Assistant Director of Operations
- Assistant Director of Safeguarding, Estates and Compliance
- Chief Financial Officer
- 

NB No substitutions or alternatives to attend

Other staff may be invited to attend for specific agenda items and to report into the group

### Chairing

Meetings will be chaired by the Chief Executive, or the Director of Education as the vice chair

### Pattern of Meetings

Meetings will be held fortnightly. All members are asked to protect and prioritise this time.

### Roles and Responsibilities

- To act as the executive leadership team for the Trust that steers, monitors and oversees:-
  - Strategic Plan
  - Implementation of policy and frameworks
  - Quality of Educational provision
  - Performance
  - Governance
  - Projects & initiatives
  - Operational issues & concerns
  - Financial position
  - Risk Register
- To report to Trustees a summary of performance across the Trust
- To take a short, medium & long term view of the development of the Trust, including identifying any key risks to the achievement of its objectives (incorporated within a risk register). To develop, evaluate, and maintain oversight of the Strategic Plan and be accountable for its implementation; monitor and evaluate performance in areas identified as strategic priorities and provide feedback on the implementation of strategic initiatives, such as HTML, GP2W, GP2L; and identify where there needs to be further trust wide collaboration.
- Hold a summary of the current position of academies against the 'Differentiated Model of Challenge and Support' via the Academy Improvement Boards and monitoring structure associated with academy visits and stock takes
- Gather and share feedback across a variety of forums on performance and operational aspects, including complaints and concerns
- Use the feedback gained from the Development Team CPD offer and academy engagement within it to inform next steps and actions
- To monitor and oversee the budget position and identify next steps in order to provide challenge and direction and prepare for MTFS / Board meetings
- To oversee and support executive and principals and Heads of Service in taking forward effectively their areas of lead strategic responsibility

- To consider recommendations from Trust wide Inquiries and any subsequent changes to the Strategic Plan
- To table & approve any significant changes to the funding models proposed by the Chief Financial Officer
- To table & approve any significant changes to operational models, projects and grant funding
- To table and approve any significant SCA spending as per Scheme of Delegation
- To communicate to staff any decisions/actions as agreed at strategic level
- To support the CEO in the growth and development of the Trust both within and beyond Oldham, Tameside, and Derby
- To have a close working relations across the Trust to ensure that our good reputation is maintained and that risk is managed in all areas - Standards, Finance, Safeguarding, Health and Safety in particular
- To keep up to date with Trust developments in all areas

**Note**

It is anticipated that for areas of significant strategic change there will be operational groups underneath the ELT led by the relevant strategic lead. These would be responsible for day to day project delivery and report into the ELT.

## Ops Group

### Membership

- Chief Financial Officer
- Assistant Director of Operations
- Assistant Director of Safeguarding, Estates & Compliance

NB No substitutions or alternatives to attend

Other staff may be invited to attend for specific agenda items

### Chairing

Meetings will be chaired by the Assistant Director of Operations, with the Chief Financial Officer as the vice-chair

### Pattern of Meetings

Meetings will be held at least fortnightly. All members are asked to protect and prioritise this time.

### Roles and Responsibilities

- To maintain oversight of the Trust Strategic Plan; monitor performance in areas identified as strategic priorities within the groups service remit
- To take a short, medium & long term view of the development of the Trust, including identifying any key risks to the achievement of its objectives (incorporated within a risk register) within the groups service remit
- To share information, progress & manage the day to day operational / infrastructure activity across the Trust
- To collaborate across all infrastructure areas to ensure services delivered are efficient, effective and seamless.
- To provide ELT with recommendations to support the development and growth of the Trust
- To provide Heads of Service with a discussion and decision making forum to enable projects to progress
- To horizon scan across the sector and recommend opportunities to pursue that allow for growth, development and income generation.
- To oversee and support individuals in taking forward effectively their areas of lead responsibility
- To keep up to date with Trust developments in all areas
- To effectively manage the support function and delivery of services across the Trust
- To ensure the Trust works as effectively and efficiently as possible
- To communicate progress and identify how support can be offered and deployed to ensure successful implementation of actions and tasks
- To support the CEO in the growth and development of the Trust
- To link to the Executive Leadership Team for all matters concerning teaching and learning across the Trust

### Note

It is anticipated that for areas of significant strategic change there may need to be will be operational groups who support project based work

## HoS Group

### Membership

- Heads of Service
- Ops Group Members if and when needed

NB No substitutions or alternatives to attend

Other staff may be invited to attend for specific agenda items

### Chairing

A nominated Head of Service will chair meetings for each academic year; the Chair will rotate around the group annually. The group if needed will appoint a Vice Chair.

### Pattern of Meetings

Meetings will be held at least fortnightly. All members are asked to protect and prioritise this time.

### Roles and Responsibilities

- To update each other and work collaboratively on projects
- To ensure linkages are made on Trust wide areas of work
- To take a short, medium & long term view of the development of service areas, including identifying any key risks to the achievement of its objectives (incorporated within a risk register) within the groups service remit
- To advise on policy review and updates
- To align objectives and priorities of infrastructure services with the Trust Strategic Plan
- To monitor and update the risk register and ensure all HoS understand the risks facing the organisation.
- To share information, progress & manage the day to day operational / infrastructure activity across the Trust
- To collaborate across all infrastructure areas to ensure services delivered are efficient, effective and seamless.
- To provide Ops with recommendations to support the development and growth of the Trust
- To horizon scan across the sector and recommend opportunities to pursue and work together on
- To support individuals in taking forward effectively their areas of lead responsibility
- To keep up to date with Trust developments in all areas
- To effectively manage service areas and delivery of services across the Trust
- To ensure Infrastructure works as effectively and efficiently as possible
- To communicate progress and identify how support can be offered and deployed to ensure successful implementation of actions and tasks
- To utilise the forum as an opportunity to train each other on key areas.

### Note

It is anticipated that for areas of significant strategic change there may need to be will be operational groups who support project based work



## Appendix 8: Terms of Reference for Parent, Pupil and Staff Forums

These form a critical part of the governance structure within Harmony Trust. There is a strong commitment through this Scheme of Delegation that the views of children, parents and staff are taken into account and are used to influence decisions at the Board of Trustee level.

### Academy Parent Forum

#### Membership

- CEO or his representative
- Academy principal / Head of Academy
- Open to all parents in the academy

#### Purpose

- For the CEO to update parents on developments in the Trust
- For the CEO to actively canvas views/consult on any potential developments and decisions
- For the CEO to actively seek ideas and views on initiatives that would enhance the success of the Academy/Trust
- For the CEO to answer any questions either in the meeting to provide a written response within 3-5 working days
- A summary of discussion points from the parents forum will be presented at least termly to the Board of Trustees via the CEO report

#### Meetings pattern

This group will meet once during term time.

#### Notes

Any agreed actions will be made public via school notice boards, school newsletters, CEO newsletter, Board of Trustees minutes and other means

#### Access to CEO

- Termly meetings
- E mail
- Phone call
- Face to face appointments
- Annual Trust-wide parents' event

## **Academy Pupil Forum**

### **Membership**

- CEO or his representative
- Academy principal / Head of Academy
- 1 or 2 representatives per year group

### **Purpose**

- For the CEO to update pupils on developments in the Trust
- For the CEO to actively canvas views/consult on any potential developments
- For the CEO to actively seek ideas and views on initiatives that would enhance the success of the Academy/Trust
- For the CEO to answer any questions either in the meeting to provide a written response within 3-5 working days
- A summary of discussion points from the forums will be presented at least termly to the Board of Trustees via the CEO report

### **Meetings pattern**

This group will meet once during term time.

### **Notes**

Any agreed actions will be made public via school notice boards, school newsletters, CEO newsletter, and Board of Trustees minutes and other means

### **Access to CEO**

- Termly meetings
- E mail
- Face to face appointments

## Academy Staff Forum and Engagement

### Membership

- · Principal / Executive Principal
- · CEO / Director of Education
- · HR Manager – if needed dependant on topic
- · Infrastructure Senior / Middle leader – if needed dependant on topic
- · Head of Academy if applicable
- · Open to all staff employed in the academy

### Purpose

- Any forum meetings will be structured and led by the Principal, and the agenda set by a combination of staff / Trust / Academy agreed topics.
- The CEO will use a range of approaches – including regular direct communications, drop ins, surveys, academy visits, peer inquiries, to:
  - update staff on developments within the Trust
  - actively canvas views/consult on any potential developments
  - actively seek ideas and views on initiatives that would enhance the success of the Academy/Trust
  - answer any questions either in the meeting or provide a written response in an appropriate agreed timeframe
  - Engage staff in accessing and promoting the Great Place 2 Work strategy
  - Discuss nominated topics, either from staff or Academy / Trust Leaders
  - Focus on ideas and suggestions that lead to improvements in practice and support staff collaboration
  - Promote a positive culture of engagement, development, progress and improvement
- A summary of discussion points from these approaches will be presented at least termly to the Board of Trustees via the CEO report

### Meetings pattern

Staff in each academy will have the opportunity to meet with the CEO and his representatives at least once during term time in either a designated staff meeting time or as part of an academy visit. From time to time, themed meetings could take place at the request of the CEO or groups of staff in order to get rapid feedback on aspects of Great Place to Learn and Work.

### Notes

Any agreed actions will be made public via school notice boards, school newsletters, CEO newsletter, and Board of Trustees minutes and other means

NB the expectation is that all staff will discuss any issues that they have with Principals first. This staff consultative group is for Trust wide discussion and not for internal academy issues not aired with the Principal first.

**Access to CEO**

- Staff drop ins and forum meetings
- E mail
- Phone call
- Face to face appointments
- Peer inquiry days

# Appendix 9: Terms of Reference for Monitoring Meetings

## Progress and Standards Round Tables

### Membership

- CEO
- Director of Education
- Assistant Director of Education, as required
- Executive Principal
- Other invitees to reflect the needs of the agenda

### Chairing

Meetings of the group will be chaired by the CEO

### Pattern of Meetings

Meetings are held on a termly basis for academies with an AIB in place and at least twice yearly for all other academies

### Terms of Reference

#### To discuss and challenge standards and attainment within the academy including:

- Prioritisation and deployment of resources to ensure the highest quality of education in all of its Academies
- To provide a forum to discuss and develop medium – long term strategy that supports the improvement of standards and attainment for all children
- To discuss insight from pupils, parents, and staff on the quality of education and how it influences academy priorities
- To understand staff perceptions of workload and any actions that arise from it
- To review academy performance and progress data, including the performance of children vulnerable to low attainment
- To review the impact of policies on performance and progress, including the Academy's approach to ensuring children experience a broad and balanced curriculum that reflects the Trust's values
- To establish an accurate view of the quality of education and monitor likely inspection outcomes
- To support and advice the Standards Committee

## **Finance Round Tables**

### **Membership**

- Executive Principal / Principal
- Chief Financial Officer or representative
- Assistant Director of Operations or representative
- Other invitees to reflect the needs of the agenda

### **Chairing**

Meetings of the group will be chaired by the Chief Financial Officer or Head of Finance or nominated representative

### **Pattern of Meetings**

Meetings are held on a termly basis

### **Terms of Reference**

- Prioritisation and deployment of resources to ensure the highest quality of education in all of its Academies
- To ensure financial management and planning is closely linked to the curriculum using a Curriculum Led Financial Planning model.
- To discuss the effective deployment of staff
- To support & monitor the management of HR structures and concerns
- To effectively support, challenge & manage the financial position of the academy
- To plan strategies that allow for budget deficit positions to be managed effectively
- Staffing and organisation, recruitment
- To provide a forum to discuss and develop medium – long term strategy
- To support the Finance Committee, Audit and Risk Committee / Pay & Performance Committee

# Academy Improvement Boards / Finance Improvement Boards

## Membership

- Nominated Chair
- CEO
- Director of Education
- Executive Principal / Principal
- Head of Academy/Deputy where appropriate
- Chief Financial Officer or representative
- Assistant Director of Operations or representative
- Assistant Director of Safeguarding, Compliance & Estates

NB No substitutions or alternatives to attend

Other staff may be invited to attend for specific agenda items

## Chairing

Meetings will be chaired by the CEO or nominated Chair

## Pattern of Meetings

Meetings will be held half termly. All members are asked to protect and prioritise this time.

## Roles and Responsibilities

- To develop and monitor a plan for improvement in nominated areas of the academy
- To take a short, medium & long term view of the development of the Academy
- To monitor the Academy Improvement Plan and identify support needed from the Development Team
- To challenge aspects of performance with a view to Improvement and support the development of leadership capacity
- To oversee and support Academy Leaders in taking forward effectively their areas of lead responsibility
- To identify resources needed to support improvement, including Trust wide support from the Academy Improvement Grant
- To monitor the impact of any Trust wide resources, financial and from the Development Team
- To communicate progress and identify how support can be offered and deployed to ensure successful implementation of actions and tasks
- Prioritisation and deployment of resources to ensure the highest quality of education in all of its Academies
- To ensure financial management and planning is closely linked to the curriculum using a Curriculum Led Financial Planning model.
- To discuss the effective deployment of staff
- To support & monitor the management of HR structures and concerns
- To effectively support, challenge & manage the financial position of the academy
- To plan strategies that allow for budget deficit positions to be managed effectively

- Staffing and organisation, recruitment
- To provide a forum to discuss and develop medium – long term strategy
- To support the Finance Committee, Audit and Risk Committee / Pay & Performance Committee