



Peterborough Keys Academies Trust

LEADERSHIP GROUP

TERMS OF REFERENCE

2021-22 V1

1. POWERS OF THE MAT BOARD OF TRUSTEES

- 1.1. The Trustees of the Trust Board shall delegate to the Chief Executive Officer, Chief Operating Officer, Primary Lead, Academy Headteachers and any staff member seconded to the Group powers and functions as they determine appropriate and desirable (Article 107).
- 1.2. The Trustees shall delegate to the Chief Executive to establish and operate a Leadership Group to support the effective management and operation of the Trust and member academies (Article 105).
- 1.3. The Trustees shall determine and approve the Leadership Group's Terms of Reference and shall review the Terms at the end of each academic year to take effect from 1 September (Article 105).
- 1.4. The Trustees shall determine and approve the delegation of powers, responsibilities and duties to the Leadership Group and shall review this Scheme of Delegation at the end of each academic year to take effect from 1 September.
- 1.5. The Trust Scheme of Delegation is attached as [Annex 1](#).

2. POWERS OF THE LEADERSHIP GROUP

The Leadership Group shall exercise the powers, responsibilities and duties delegated by the MAT Board as set out in the Terms of Reference and Scheme of Delegation, and in particular:

- 2.1. to guide and support the MAT Board, Local Governing Bodies and Committees in fulfilling their legal, regulatory and delegated responsibilities for the effective governance, management and operation of the Trust and member academies,
- 2.2. to guide and support the Trust Board, Local Governing Bodies and Committees to;
 - 2.2.1. develop and fulfil the Trust's vision, ethos and values,
 - 2.2.2. develop and achieve the Trust's strategic objectives,
 - 2.2.3. develop, set and monitor measures for the standard of educational provision in member academies including pupil progress and attainment,
 - 2.2.4. identify and implement opportunities for the Trust and member academies to operate more effectively and efficiently for the benefit of pupils, staff and the wider Trust community,
- 2.3. to develop a strategic plan to achieve the Trust's objectives which will be recommended by the Chief Executive to the Trust Board (SoD 2.1),
- 2.4. to develop and propose the Trust annual plan, which will be recommended by the Chief Executive to the Trust Board (SoD 2.2),
- 2.5. to review and propose to each Local Governing Body, the Academy targets and performance review developed by each Academy Headteacher (SoD 2.3-4),

- 2.6. to review and recommend to each Local Governing Body the annual school development plan developed by each Academy Headteacher (SoD 2.6),
- 2.7. to develop the MAT Staff Development Plan and Communication Strategy, which will be proposed by the Chief Executive to the Trustees (SoD 2.8 and 2.11),
- 2.8. to review and respond to the proposals for the staff structure and complement of each Academy and to consider and identify opportunities to optimise the employment, deployment and management of staff across the Trust's academies (SoD 4.4),
- 2.9. to review and respond to the school statutory and non-statutory policies to be approved by each Local Governing Body or other Trust Committee in accordance with the MAT Policy Matrix, seeking opportunities to align policies where possible, (SoD 7.7-7.8),
- 2.10. to develop policies relating to the employment and management of Trust staff as per policy matrix, which will be proposed to the People and Infrastructure Committee by the Chief Executive (SoD 3.1),
- 2.11. to consider the proposed annual pay awards for Teachers and Support staff, which will be proposed to the People and Infrastructure Committee by the Chief Executive. The Leadership Group shall consider relevant local and national agreements and ensure that the proposals are compliant with relevant legal and regulatory requirements and with the Trust's relevant policies, including consultation with unions and professional associations (SoD 3.4-5).
- 2.12. to review and respond to proposals for the restructuring and redundancy of staff, satisfying themselves that the proposals are compliant with relevant legal and regulatory requirements and with the Trust's relevant policies (SoD 4.17-18),
- 2.13. to develop the MAT Asset Management Policy and Asset Management Plan (SoD 5.19-20),
- 2.14. to propose the school term dates, which will be recommended to the Trust Board by the Chief Executive (SoD 7.1),
- 2.15. to consider and respond to proposals relating to the operation and policies of academies including;
 - 2.15.1. Change of age range (SoD 7.2),
 - 2.15.2. Expansion of PAN or NOR (SoD 7.3),
 - 2.15.3. Extension of provision e.g. Nursery (SoD 7.4),
- 2.16. to review and consider the proposed Admissions Policy for each Academy, which will be proposed by the Academy Headteacher to the Local Governing Body (SoD 7.14).

3. COMPOSITION AND APPOINTMENT OF THE LEADERSHIP GROUP

- 3.1. The composition of the Leadership Group shall be as follows;
 - 3.1.1. Chief Executive
 - 3.1.2. Primary Lead
 - 3.1.3. Chief Operating Officer
 - 3.1.4. Academy Headteachers
 - 3.1.5. Other Trust and Academy staff as deemed appropriate by the Chief Executive and the Leadership Group
- 3.2. The membership of the Leadership Group shall be detailed as [Annex 2](#).

4. RESPONSIBILITIES OF LEADERSHIP GROUP MEMBERS

- 4.1. The Leadership Group shall familiarise themselves and to agree to comply with;
 - 4.1.1. Trust Articles of Association,

- 4.1.2. Trust Master and Supplementary Funding Agreements,
- 4.1.3. Academies Financial Handbook,
- 4.1.4. Trust Scheme of Delegation
- 4.1.5. these Terms.

5. MEETINGS OF THE LEADERSHIP GROUP

- 5.1. The Leadership Group shall meet at least once per half term and in particular;
 - 5.1.1. The Leadership Group shall meet at the appropriate times set out in the Trust Governance Planner,
 - 5.1.2. The members will receive notice of each meeting 7 clear days before the date of the meeting,
 - 5.1.3. The agenda, papers and minutes of meetings will be sent to the Board Clerk when they are issued to members,
 - 5.1.4. Minutes will be signed by the Chief Executive at the next meeting to verify that the minutes are a true record, and
 - 5.1.5. Quorum for a meeting will be two thirds (2/3) of the members.
- 5.2. Each question to be decided at a meeting of the Leadership Group shall be determined by a majority of votes of members present and eligible to vote on the question. The Chief Executive Officer shall have the casting vote in the case of equal votes for and against the decision.

6. APPOINTMENT OF THE CHAIR

- 6.1. The Chief Executive Officer shall be the Chair of the Leadership Group.

7. APPOINTMENT OF A CLERK

- 7.1. The Chief Executive Officer shall appoint a Clerk to the Leadership Group.

DECLARATION

The Board of Trustees, at its meeting on 13 July 2021, resolved to adopt these Terms of Reference.



Claire Higgins
Signature
(Chair of the MAT Board)

Date of signature: 20 July 2021

ANNEX 1: Trust Scheme of Delegation
ANNEX 2: Leadership Group membership