

SALFORD ACADEMY TRUST
TERMS OF REFERENCE FOR LOCAL GOVERNING BODIES
Adopted by resolution of the Board on 4th May 2016

1. INTRODUCTION

- 1.1 As a charity and company limited by guarantee, SALFORD ACADEMY TRUST (the “Trust”) is governed by a Board of Directors (the “Directors”) who have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies run by the Trust.
- 1.2 The following academies are currently run by the Trust: ALBION, DUKESGATE AND MARLBOROUGH (each one the “Academy” or collectively the “Academies”).
- 1.3 In order to assist with the discharge and their responsibilities, the Directors have established a Central Team and Local Governing Bodies (“LGB”) in each of the Academies. The LGBs shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “Articles”).
- 1.4 The Directors may review these terms of reference at any time but shall review them at least annually.
- 1.5 These terms of reference may only be amended by the Board of Directors.

2. CONSTITUTION OF THE LGB

Governors of the LGB

- 2.1 Members of the LGB shall be known as “governors”.
- 2.2 The Directors have the right to appoint such persons to the LGB as they shall determine.
- 2.3 Subject to clause 2.2, the governorship of the LGB shall be comprised as follows:
- a) Principal of the Academy;
 - b) 1 staff governor elected in accordance with clauses 2.4 – 2.5;
 - c) 2 parent governors elected in accordance with clauses 2.6 - 2.10;

- d) 1 business/community governor appointed by the Directors in accordance with clauses 2.11 – 2.12.
- e) 1 co-opted governor in accordance with clauses 2.13 – 2.14.
- f) 1 local authority governor in accordance with clauses 2.15 – 2.16
- g) 1 university governor in accordance with clauses 2.17 – 2.18
- h) 1 Salford City College governor in accordance with clauses 2.19 – 2.20

Appointment of governors

Staff governors

- 2.4 The Directors shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged, to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 2.5 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Directors. The Directors may delegate the running of the election to the LGB.

Parent governors

- 2.6 Parent governors of the LGB shall be elected by parents of registered pupils at the Academy. He or she must be a parent of, or have parental responsibility for, a pupil at the Academy at the time when he or she is elected.
- 2.7 The Directors shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Directors may delegate the running of the election to the LGB.
- 2.8 Where a vacancy for a parent governor is required to be filled by election, the Directors shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy. The Directors will

ensure that they are aware that this vacancy is required to be filled by election, informed that they are entitled to stand as a candidate and vote at the election, and given an opportunity to do so.

2.9 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy.

2.10 Where the number of parents standing for election is less than the number of vacancies, the Directors may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

Business/Community governors

2.11 Community governors of the LGB shall be appointed by the Directors. He or she must be:

- a) A person who lives or works in the community served by the Academy; or
- b) A person who, in the opinion of the Directors, is committed to the government and success of the Academy.

2.12 The Directors may not appoint an employee of the Trust as a business/community governor.

Co-opted governors

2.13 Co-opted governors of the LGB shall be appointed by the Directors. He or she must be:

- a) A person who, in the opinion of the Directors, fills the skills or attributes gap within the current Governing body, or is complimentary to the needs and context of the Academy.
- b) A person who, in the opinion of the Directors, is committed to the government and the success of the Academy.

2.14 The Directors may not appoint an employee of the Trust as a co-opted governor.

Local Authority governors

2.15 Local authority governors of the LGB shall be appointed by the Directors. He or she must be:

- a) A person who is employed by Salford Local Authority.

2.16 The Directors may not appoint an employee of the Trust as a Local Authority governor.

University governor

2.17 University governors of the LGB shall be appointed by the Directors. He or she must be:

- a) A person who is employed by the University of Salford.

2.18 The Directors may not appoint an employee of the Trust as a university governor.

Salford City College governors

2.19 Salford City College governors of the LGB shall be appointed by the Directors. He or she must be:

- b) A person who is employed by Salford City College.

2.20 The Directors may not appoint an employee of the Trust as a Salford City College governor.

Term of office

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

2.22 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB

Resignation and removal

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

- a) He resigns his office by giving notice in writing to the clerk of the LGB;
- b) The Principal or a staff governor ceases to work at the Academy;

- c) The Directors terminate the appointment of a governor whose presence or conduct is deemed by the Directors, at their sole discretion, not to be in the best interests of the Trust or the Academy.

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

Disqualification of governors of the LGB

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

Appointment and removal of Chair and Vice Chair

2.26 The Chair and Vice Chair of the LGB shall be appointed by the Directors and may be removed from office by the Directors at any time.

2.27 The term of office of the Chair and Vice Chair shall be 2 years. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice-Chair of the LGB.

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

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

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

3. PROCEEDINGS OF THE LGB

Meetings

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

Quorum

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

Voting

- 3.6 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one

vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.

3.7 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

3.8 A resolution in writing, signed by all the governors, shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

Conflicts of Interest

3.9 Any governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest as defined below), which conflicts or may conflict with his duties as a governor of the LGB, shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).

3.10 A governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

Minutes of meetings

3.11 At every meeting of the LGB, the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.

3.12 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper

considered at any such meeting are, as soon as is reasonably practicable, made available to the Company Secretary of the Trust.

4. DELEGATED POWERS

General principles

4.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:

- a) Ensure that the Academy is conducted in accordance with the object of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
- b) Promptly implement and comply with any policies or procedures communicated to the LGB by the Directors;
- c) Review the Academy's local policies and practices on a regular basis, in view of any advice or recommendations made by the Directors and/or changes to legislation;
- d) Work closely with the Directors and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
- e) Be open about decisions and be prepared to justify those decisions;
- f) Keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and,

4.2 Each governor shall be required to take part in regular self-review and is accountable for meeting their own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, they feel that appropriate training and development is not being provided.

- 4.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Directors may require.

Levels of delegation - appendices

- 4.4 Appendix 1 to these terms of reference set out what powers are retained by the Trust Board.
- 4.5 Appendix 2 to these terms of reference set out what powers are delegated to the Central Team Trust.
- 4.6 Appendix 3 to these terms of reference set out what powers are delegated to the Principal.
- 4.7 Appendix 4 to these terms of reference set out what powers are delegated to the Local Governing Body.
- 4.8 For the avoidance of doubt, where a power is not expressly delegated, it will be deemed to have been retained by the Trust regardless of whether it is specified in the appendices.
- 4.9 The Appendices may be reviewed by the Directors at any time but shall be reviewed at least annually. Directors reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the Central Team, Principal and/or Local Governing Body.

APPENDIX 1 POWERS RETAINED BY THE BOARD

Vision

- Set out the vision for the Trust
- Determine the corporate planning and strategy for the Trust and its academies (in consultation with the Central Team, Principals and LGBs)

Compliance

- Ensure compliance with all statutory regulations and Acts of Parliament governing the operation of the Academy, including, without limitation all charity and company laws and all health and safety regulations
- Ensure compliance with the provisions of the Articles and the Funding Agreements
- Ensure compliance with the Academies Financial Handbook

Governance

- Ensure that the Trust is management efficiently and effectively by the CEO and Central Team
- Draw up instruments of Governance and any amendments there after
- Ensure processes are in place for the appointment of Directors and governors of the LGB
- Appoint (and remove) the Chair and Vice Chair of a permanent or temporary Governing Body
- Monitor the performance of the Local Governing Body
- Evaluate the effectiveness of governor development
- Scrutinise and approve academy specific registers of Governor business and personal interests
- Withdraw delegated powers from the LGB and, if necessary, disband it

Policies

- Annually review and approve policies developed by the Central Team

Educational Standards

- Undertake annual target setting for the Trust
- Approve the educational targets of the academies as proposed by the Central Team
- Have oversight of performance, standards and outcomes on a Trust and individual academy basis
- Approve support and intervention strategies for individual Academies
- Ensure that the Trust and its academies promote British Values of tolerance, fairness, justice and equity

Appointments

- Ensure that processes are in place for making staff appointments to the Trust
- Appointment of Academy Principals
- Approve the appointment of any senior appointments in academies (in consultation with the Central Team)
- Approve the appointment of cross-academy staff

HR and Performance Management

- Ensure that procedures are in place for the proper professional and personal development of all staff
- Be responsible for the performance management of the CEO
- Oversee the performance management of the Central Team and Principals
- Ensure that appropriate performance management processes are in place for all Trust staff
- Manage any claims and disputes relating to the Central Team including matters of suspension, dismissal or other formal HR processes subject to relevant Trust policy
- Approve any changes proposed by the Central Team in relation to staff terms and conditions
- Ensure that the Trust and its academies are compliant with the Equality Act 2010 and comply with all aspects of discrimination law
- Hear hearings and/or appeals subject to appropriateness of level and relevant Trust policy

Training

- Ensure that appropriate and timely training is provided to Directors and governors and is evaluated accordingly

Finances

- Establish a funding model for use across the Trust and the academies
- Agree the Central Trust and academies annual budgets and determine the proportion of the overall academy budgets to be delegated to individual academies (in consultation with the Central Team)
- Determine any additional financial and reporting targets for the Trust and its academies
- Ensure that proper levels of delegation and protocols are in place and executed appropriately by the Central Team
- Determine procurement policies and procedures for the Trust, in conjunction with the Central Team
- Ensure that guidelines and processes for the local maintenance of assets and appropriate registers are in place

- Have oversight of the finances of the Trust and its academies, including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement
- Consider and evaluate Trust and academies performance against key performance indicators set by the Board in relation to finances
- Appoint external auditors
- Consider the need for internal auditors and if and as required
- Review and approve the annual statutory financial accounts
- Oversee the development and management of the risk policy and the corporate risk register for the Trust

Assets and Premises

- Oversee local estates management strategies and receive reports by exception
- Dispose or acquire land or interests in land to be used by the Trust or its academies
- Be responsible for ensuring that Health and Safety regulations are followed
- Ensure that all Trust assets are appropriately insured including the land and buildings used by the academies

Services

- Approve the scope of Central Executive services to be delivered by the Trust on behalf of its academies
- Approve the scope of Central Executive services to be delivered to third parties on behalf of its academies
- Ensure that all academy services provide value for money
- Have oversight of the effectiveness of the delivery of both centrally and externally provided services

Media and PR

- Oversight of the development of the Trust public relations strategy including press management, branding and reputation management

APPENDIX 2 POWERS DELEGATED TO THE CENTRAL TEAM

Vision

- Work with the Board, the Principals and LGBs to determine corporate planning and strategy for the Trust and its academies
- Apply the Trust vision at both Trust and academy levels
- Enable the delivery of the Trust vision in ways appropriate specific to each of its academies and their contexts

Compliance

- Implement actions required to secure compliance with all statutory regulations and Acts of Parliament governing the operation of the Academy, including, without limitation all charity and company laws and all health and safety regulations
- Implement actions required to secure compliance with the provisions of the Articles and the Funding Agreements
- Implement actions required to secure compliance with the Academies Financial Handbook
- Ensure that all required information is published at either Trust or at local level and is available either on the website or from the signposted source

Governance

- Advise the Board in relation to constructing instruments of Governance and any amendments there after
- Scrutinise the performance of the Local Governing Body
- Advise the Board in relation to the appointment (and removal) of the Chair and Vice Chair of a permanent or temporary Governing Body
- Advise the Board in relation to the withdrawal of delegated powers from LGBs and disbanding where necessary
- Maintain oversight of academies Register of Governor Business Interests
- Support LGBs in the appointment of LGB clerks

Policies

- Setting of HR policies and procedures (as legal employer of all staff), developing appropriate terms and conditions of service, including the performance management policy and pay policy
- Review the academies' curriculum (in consultation with the Principal)
- Determine the admissions policy and arrangements for the academies in accordance with admissions law and DfE codes of practice
- Determine Trust-wide safeguarding policies as set out in the Academies Financial Handbook
- Develop a charging and remissions policy and a revenue generation policy for the Trust

- Set other Trust wide policies such as health & safety, DBS, safeguarding etc.
- Oversee the implementation and compliance for all mandatory policies

Educational Standards

- Scrutinise and recommend to the Trust the educational targets of its academies as proposed by the Principals
- Consider and evaluate academies performance against key performance indicators set by the Board (in consultation with the LGB);
- Have oversight of performance, standards and outcomes on a Trust and individual academy basis
- Support, challenge and scrutinise academies progress on academy targets in conjunction with the LGB
- Recommend and put in place support and intervention strategies for individual academies
- Ensure that the Trust and its academies promote British Values of tolerance, fairness, justice and equity
- Review and approve changes to the times of sessions and dates of the term and holidays as proposed by Principals
- Contribute to the academies' self-evaluation process including a review of impact of its own work

Appointments

- Put in place processes for making staff appointments to the Trust
- Advise the Board and facilitate the appointment of Principals
- Advise Principals and the Board and facilitate the appointment of Deputy and Assistant Principals to academies
- Appoint cross-academy staff
- Oversee the induction of new Principals and senior leaders to the Trust
- Ensure that the Trust and its academies are compliant with appropriate pay scales and policies
- Ensure that salaries and other payments across the Trust are equitable in relation to role, context and value

HR and Performance Management

- Holding the Principals to account for the education performance of the academy and its pupils and the management of staff
- Be responsible for the performance management of the Central Team (the CEO; excluding the CEO) and Principals
- Put in place processes for undertaking the performance management of all Trust staff
- Monitor and challenge local HR activity and policy, including the process for local performance reviews for members of staff and in particular ensuring that it is within the parameters established by the Trust
- Have oversight of the performance management of senior leaders within the academies

- Be responsible for the performance management and oversight of cross-academy staff
- Manage any claims and disputes for all staff on behalf of the Trust and its academies, including matters of suspension, dismissal or other formal processes subject to relevant Trust policy (excluding the Central Team)
- Consider whether any changes are required to staff terms and conditions and propose recommendations to the Board
- Hear hearings and/or appeals subject to appropriateness of level and relevant Trust policy
- Ensure that the Trust and its academies are compliant with the Equality Act 2010 and comply with all aspects of discrimination law
- Intervene as necessary if a circumstance arises where because of the action or inaction of academy leadership, the academy is in breach statute

Training

- Determine the development needs of governors and put in place an appropriate development programme
- Provide appropriate and timely training to Directors and governors and undertake appropriate evaluation
- Provide and/or support continuing professional development for Principals, staff and cross academy staff
- Establish, in conjunction with Principals, procedures for the proper professional and personal development of all staff

Finances

- Implement the Trust funding model for use across the Trust and the Academies
- Recommend to the Board the Trust and academies annual budgets and following viability modelling, proposals in relation to the proportion of the overall academy budget to be delegated to individual academies
- review and scrutinise Central and Academy budgets to aggregate these into an overall Trust budget and propose these to the Board
- Monitor, evaluate and report Trust and Academy performance against all financial and reporting targets set by the Board
- Evaluate value for money of academies in relation to progress and standards
- Regularly monitor and review academies cash-flow and expenditure in accordance with policies determined by the Board
- Keep proper Trust accounts and proper records in relation to the accounts and financial activities
- Prepare a statement of accounts in respect of each financial year of the Trust and its academies
- Propose and observe proper levels of delegation and protocols, in conjunction with the Board
- Enter into contracts on behalf of the Trust in so far as they relate to the Trust and its academies subject to delegations and protocols established by the Board

- Put in place guidelines, establish processes and monitor the Trust and academies maintenance of assets and appropriate registers
- Oversee the finances of the Trust and its academies, including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement
- Arrange for the auditing of the Trust and its academies statements of accounts
- Provide to the Board the annual statutory financial accounts for review and approval
- Develop and manage the risk policy and the corporate risk register for the Trust

Assets and Premises

- Support the Principal in the development of a local estates management strategy for the Academy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard
- Procure and maintain buildings including developing properly funded maintenance plans in conjunction with Principals
- Ensure, on behalf of the Board, that Health and Safety regulations are followed
- Ensure all Trust assets appropriately including the land and buildings used by the academies

Services

- Recommend the scope of Central Executive services to be delivered by the Trust on behalf of its academies
- Recommend the scope of Central Executive services to be delivered to third parties on behalf of its academies
- Provide a central service model to academies which is value for money
- Support Principals in determining the scope of externally provided services
- Ensure that externally provided services to academies evidence value for money

Media and PR

- Lead on the development and implementation of a Trust public relations strategy including press management, branding and reputation management
- Work with academies to develop local public relations strategies in line with the Trust vision, ethos and reputation management plan
- Oversee public relations activities to project the activities of the Trust and the Academies to the wider community

APPENDIX 3 POWERS DELEGATED TO THE PRINCIPAL

Vision

- Work with the Board, the Central Team and LGBs to determine corporate planning and strategy for the Trust and its academies
- Deliver the Trust vision in a way appropriate to the specific qualities and community characteristics of each academy

Compliance

- Comply with all statutory regulations and Acts of Parliament governing the operation of the Academy, including, without limitation, all charity and company laws and all health and safety regulations
- Comply with the provisions of the Articles and the Funding Agreements
- Comply with the Academies Financial Handbook
- Ensure that all required information is published and is available either on the website or from the signposted source (in consultation with the Central Team)

Governance

- Review and evaluate instruments of Governance and feedback to the Board
- Be an ex-officio member of the LGB and report as required
- Discharge duties in respect to pupils with special needs, safeguarding and health and safety and ensure that appropriate action is taken by the responsible persons
- Advise the Central Executive Team on strategic direction, forward planning and quality assurance
- Advise the Central Executive Team on the leadership and management of the Academy

Policies

- Assist the Central Team to develop policies on behalf of the Trust including those mandatory for all Trust academies
- Implement and comply with all mandatory policies as required
- In conjunction with the LGB, put in place other local and academy specific policies and procedures as required

Educational Standards

- Propose targets for pupil outcomes to the Central Team
- Report progress against education targets to the Central Team and the LGB
- Be accountable for academy progress against targets
- Be accountable for pupil outcomes
- Promote British Values of tolerance, fairness, justice and equity

- Determine the curriculum in line with statutory requirements, the vision of the Trust and the context of the academy
- Ensure that the academy meets the required number of sessions each academic year
- Propose changes to the times of sessions and dates of the term and holidays to the Central Team
- To undertake a self-evaluation process of the academy with reference to the Central Team and LGBs
- Maintain good order and discipline by the pupils, including their suspension and/or exclusion within the framework laid down by the LGB
- Advising the LGB (and/or the admissions committee, where applicable) on the admission of pupils

Appointments

- Appoint Deputy and Assistant Principals (in consultation with Central Team)
- Appoints other academy staff in line with Trust policy and guidance
- Support with the induction of new Principals and senior leaders to the Trust

HR and Performance Management

- Deliver appropriate and inclusive local CPD programmes for Academy staff
- Ensure that any claims and disputes for all staff on behalf of the Trust, including matters of suspension, dismissal or other formal processes subject to relevant Trust policy are reported to the Central Team
- Ensure that the Central Team is notified of staffing issues which may result in risk or liability to the Trust
- Hear hearings and/or appeals subject to appropriateness of level and relevant Trust policy
- Be responsible for the performance management of senior leaders within the academies
- Ensure that local HR activity and policy is secure with reference to the Central Team, including the process for local performance reviews for members of staff and in particular ensuring that it is within the parameters established by the Trust
- Ensure that salaries and other payments in Academies are equitable in relation to role, context and value (in consultation with the Central Team) in order to avoid pay claims either internally or across the Trust
- Comply with the Equality Act 2010 and all aspects of discrimination law

Training

- Put in place, in conjunction with the Central Team, procedures for the proper professional and personal development of all staff
- Contribute to the governor development programme

Finances

- Develop and propose the academy annual budget with support from the Central Team and LGB in relation to resource allocation and value for money
- Ensure that the financial performance of the academy is healthy and in line with targets determined by the Board and Central Team
- Be responsible and accountable for the finances of the academy, including but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the funding agreement
- Implement strategies developed by the Central Team in relation to resource allocation and expenditure monitoring
- Implement the Trust's procurement arrangements as detailed in relevant Trust policies and in consultation with the Central Team
- Enter into contracts on behalf of the Trust in so far as they relate to the Academy provided that the Principal shall first obtain the written consent of the Central Team in order to enter into any contracts or expenditure subject to financial regulations
- Notify the Central Team of any changes to assets (fixed or otherwise) used by the academy
- Inform the Central Team of any need for significant unplanned expenditure and work with the Trust to explore options for identifying available funding
- Keep proper local accounts and proper records in relation to the accounts and financial activities
- Observe proper levels of financial and legal delegation and protocols, in conjunction with the Central Team
- Support the Central Team in the management of the risk policy and the corporate risk register for the Trust
- Escalate material risks and report potential risks to the Central Team, financial or otherwise, that could impact on the Trust legally and/or its ability to deliver
- Provide timely and accurate information to the Trust and its auditors where requested
- Seek value for money and be able to demonstrate that value for money has been achieved

Assets and Premises

- Determine, with the support of the Central Team, a local estates management plan for the Academy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard
- Put in place appropriate arrangements for the maintenance of the Academy estate in consultation with the Central Team
- Comply with Health and Safety regulations
- Ensure the safety of the users of the Academy buildings and facilities

Services

- Determine the scope of externally provided services
- Evaluate the effectiveness and value for money of central services

Media and PR

- Work with the Central Team to develop local public relations strategies in line with Trust vision, ethos and reputation
- Report all press related activity in a timely and appropriate manner to the Central Team in order to enable appropriate execution of the Trust's public relations strategy

APPENDIX 4 POWERS DELEGATED TO THE LOCAL GOVERNING BODY

Vision

- Work with the Board, the Central Team and the Principals to determine corporate planning and strategy for the Trust and its academies
- Promote the Trust's vision, in a way appropriate to the specific qualities and community characteristics of the Academy

Compliance

- Understand the implications of noncompliance with all statutory regulations and Acts of Parliament governing the operation of the Academy, including, without limitation all charity and company laws and all health and safety regulations and report any noticeable instances of noncompliance by the Academy or Central Team to the SAT Chair
- Understand the implications of noncompliance with the provisions of the Articles and the Funding Agreements and report any noticeable instances of noncompliance by the Academy or Central Team to the SAT Chair
- Understand the implications of noncompliance with the Academies Financial Handbook and report any noticeable instances of noncompliance by the Academy or Central Team to the SAT Chair
- Ensure that all required information is published and is available either on the website or from the signposted source (in consultation the Principal)

Governance

- Review and evaluate instruments of Governance and feedback to the Board
- Convene a full Governing Body meeting at least six times in a school year
- Ensure that the academy discharges its duties in respect to pupils with special needs, safeguarding and health and safety by appointing a responsible person
- Contribute to the governor development programme by undertaking an annual self-review
- Maintain a register of governors business and interests
- Assist with the appointment of staff and parent governors where requested
- Appoint the clerk to the LGB (in consultation with the Central Team)

Policies

- Oversee the implementation of all policies prepared and approved by the Trust
- Ensure the provision of free school meals to those pupils meeting the criteria
- Comply with and adhere to the terms of any Trust protocol or any guidance issued by the Trust
- In conjunction with the Principal, put in place other local and academy specific policies and procedures as required

- To understand the implications of noncompliance with policy and advise the SAT Chair of any noticeable instances by the Academy or Central Team

Educational Standards

- To advise and challenge Principals in relation to proposed targets for pupil achievement
- Work with the Central Team to consider and evaluate school performance against key performance indicators set by the Board
- Support, challenge and scrutinise academy progress on academy targets in conjunction with the Central Team
- Scrutinise academy leadership in relation to the effectiveness of teaching learning and assessment, personal development, behaviour and welfare and outcomes for pupils
- Contribute to the academy self-evaluation process including a review of impact of its own work

Appointments

- Support the Trust and Central Team to appoint the Principal
- Support the Principal with other appointments of staff and in a way consistent with any policy or procedure as may be determined by the Trust, including compliance with any pay terms and adoption of any standard contracts or terms and conditions for the employment of staff issued by the Board

HR and Performance Management

- Support and advise the Central Team in relation to the performance management of the Principal
- Scrutinise local HR activity and policy, including the process for local performance reviews for members of staff and in particular ensuring that it is within the parameters for the particular Academy from time to time established by the Trust
- Hear hearings and/or appeals subject to appropriateness of level and relevant Trust policy
- Scrutinise the effectiveness of local CPD programmes for Academy staff

Finances

- Consider the Academy's required funding and support in relation to the annual budgetary process
- Monitor local risk management strategies and ensure academy-level resource is applied appropriately
- Ensure compliance with the overall financial plan for the Academy as determined by the Board
- Support the Principal in optimising the educational impact of financial resource through the annual budget setting process
- Challenge the Board in relation to areas of expenditure which appear to be at variance with the needs of the academy

- Scrutinise the strategies implemented in relation to local resource allocation and expenditure monitoring
- Support and advise the Principal in relation to the management of local assets

Assets and Premises

- Support Principals in the development of an estate management strategy
- Advise the Central Team in relation to local aspects of estate management
- Monitor and evaluate the quality of building maintenance and the condition of the local estate to ensure it is fit for purpose
- Challenge, support and monitor local processes for Health and Safety management

Services

- Scrutinise the scope of both central and externally provided services
- Question Principals in order to ensure that all services provide value for money and are of good quality

Media and PR

- Support the Trust and the Academy in relation to any public relations activities to project the activities of the Trust and the Academies to the wider community