

1. INTRODUCTION

1.1 RMET (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who are accountable to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust. **If the Chair, or in their absence, the Vice Chair of the Trust Board is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy Trust, any of its Academies, any pupil or their parent, or a person who works within the Academy Trust, then they may exercise any function of the Trust Board, including those matters delegated to LGBs, which can be delegated to an individual. Except where the CEO is the subject, emergency action should not normally be taken without their consultation and must be reported to the Trust Board at the earliest opportunity**

1.2 The following academies are currently operated by the Trust:

Rainham Mark Grammar School

Twydall Primary School and Nursery

Riverside Primary School

1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Body (“LGB”) for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “Articles”).

1.4 The Trustees may review these terms of reference at any time but shall review them at least annually.

1.5 These terms of reference may only be amended by the Board of Trustees.

2. CONSTITUTION OF THE LGBs

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

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

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

2.3.1 the Head of School (or the CEO/Executive Principal if no such person is appointed);

2.3.2 up to 2 staff governors;

2.3.3 up to 3 parent governors; and

2.3.4 up to 4 co-opted governors.

2.4 For larger schools in the trust, the trustees may appoint additional governors in any of the categories in section 2.3.

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

3. PROCEEDINGS OF THE LGB

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

4. RELATIONSHIP BETWEEN THE BOARD AND LGB

4.1 The LGB shall in carrying out its role:

- 4.1.1 promote high standards and aim to ensure that students and pupils are attending a successful school which provides them with a good education and supports their well-being;
- 4.1.2 be responsible to the Trustees for its actions and follow the expectations of governors as laid down by the Trustees;
- 4.1.3 aim to establish that it is competent, accountable, independent and diverse and that it promotes best practice in governance;
- 4.1.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics;

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

- 4.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision :-

Our vision is: "A family of local schools working together to provide outstanding pastoral care and inspirational teaching, motivating all students to enjoy learning and achieve their potential within a community founded on mutual respect".

Our mission is: "To develop a group of schools who will work together in partnership with parents and the local community to foster ambition and raise achievement for all young people in their care";

- 4.2.2 ensuring that systems are put in place to allow the governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Head of School and the senior leadership team of the Academy; and
- 4.2.3 ensuring that the governors have access to high quality training.

4.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an LGB they may amongst other actions:

- 4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees;
- 4.3.2 suspend or remove any or all of the matters delegated to the LGB;
- 4.3.3 suspend or remove any or all of the governors of the relevant LGB;

4.4 The Trustees may require a governance action where:

- 4.4.1 the Academy has a deficit budget (both revenue and capital) in excess of £50,000;
- 4.4.2 academic progress in the Academy is unsatisfactory;
- 4.4.3 there are significant safeguarding and/or health and safety concerns.

- 4.5 The Trustees may vary the matters delegated where:
- 4.5.1 the LGB act outside its delegated powers and limitations;
 - 4.5.2 the LGB are in breach of these terms of reference.
- 4.6 The Trustees may remove governors where:
- 4.6.1 the Academy is in material breach of its funding arrangements;
 - 4.6.2 the LGB is in material breach of these terms of reference or has persistently breached these terms of reference.
- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to vary, suspend or remove any or all of the matters delegated to the LGB.

5 DELEGATED POWERS

General principles

- 5.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:
- 5.1.1 ensure that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
 - 5.1.2 promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees from time to time;
 - 5.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
 - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
 - 5.1.5 be open about decisions and be prepared to justify those decisions;
 - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and
 - 5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.
- 5.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- 5.4 The powers retained by the Trust and delegated from the Trustees to the LGBs shall be as follows:
- 5.4.1 in respect of the Rainham Mark Grammar School LGB, Annex 3 sets out the powers retained by the Trust, the powers delegated to the CEO/Executive Principal, Rainham Mark Grammar School LGB and the Head of School of Rainham Mark Grammar School ; and
 - 5.4.2 in respect of the Twydall Primary School and Nursery LGB, Annex 3 sets out the powers retained by the Trust, the powers delegated to the CEO/Executive Principal , Twydall Primary School and Nursery LGB and the Head of School of Twydall Primary School and Nursery.

- 5.4.3 in respect of the Riverside Primary School LGB, Annex 3 sets out the powers retained by the Trust, the powers delegated to the CEO/Executive Principal, Riverside Primary School LGB and the Head of School of Riverside Primary School
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the CEO/Executive Principal, any LGB or Head of School it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 5.6 Annex 3 may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 5.7 Notwithstanding the application of any provision of these terms of reference,
- 5.7.1.1 if the Chair of the LGB or the Vice Chair is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with the CEO/Executive Principal.

Annex 1 – Appointment and Removal of Governors

1 Staff governors

- 1.1 The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 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 Trustees. The Trustees may delegate the running of the election to the LGB.

2 Parent governors

- 2.1 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.
- 2.2 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.
- 2.3 Where a vacancy for a parent governor is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.4 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.
- 2.5 Where the number of parents standing for election is fewer than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

3 Co-opted governors

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

4 Term of office

- 4.1 The term of office for any governor shall be 4 years, save for the Head of School of the Academy who shall remain a governor until he or she ceases to work at the Academy.

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

5 Resignation and removal

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

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

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

6 Disqualification of governors of the LGB

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

7 Appointment and removal of Chair and Vice Chair

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

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

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

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

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

8 Committees

- 8.1 Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.

- 8.2 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Head of School or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in

respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

- 8.3 Subcommittees should have Terms of Reference which detail the responsibilities of that subcommittee and should include the election process for the Chair (and Vice Chair if required). These will be reviewed annually.
- 8.4 In accordance with the circle model of governance and annual monitoring schedule adopted by the Trustees, the LGB should select monitoring pairs constituted of members of its LGB to fulfil the requirements of the monitoring schedule. Governors should fulfil monitoring within the scope detailed in the Circle Model Governor Visits Policy and relevant monitoring pair role description. The monitoring pairs should report back to the next meeting of the LGB with details of the monitoring carried out. The constitution of monitoring pairs should be reviewed annually.

Annex 2 – Proceedings of the LGB

1. Meetings

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

2. Quorum

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

3. Voting

- 3.1 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- 3.2 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

4 Conflicts of Interest

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

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

5 Minutes of meetings

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

Annex 3 – Delegations

In this Annex the phrases used have the following meanings:

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO/Executive Principal this will be at Trust level. In the case of the Head of School this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO/Executive Principal they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO/Executive Principal and (iii) the Head of School they will be making recommendations in relation to their Academy to the CEO/Executive Principal and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO/Executive Principal they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO/Executive Principal (as appropriate) and (iii) the Head of School they will be making reports in relation to their Academy to the CEO/Executive Principal and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO/Executive Principal and/or LGB (as appropriate), (ii) the CEO/Executive Principal they will be reviewing the Head of School and (iii) the LGB they will be reviewing the Head of School and his leadership team.

Comply: the individual/group will follow agreed policies and procedures.

To assist interpretation of the matters delegated the table below provides additional comment as appropriate.

		Trustees	CEO/Executive Principal	LGB	Head of School
STRATEGY AND LEADERSHIP	Set strategic objectives of the Trust & Academies	Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LGB & Head of School	Recommend	Consult – in the case of their Academy
	Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver
	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust & Academies	Report Review - reports from the LGBs/Heads of School	Review – progress of the Academy Report – progress to the CEO/Executive Principal & Board	Report – progress of the Academy to the LGB
	Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO/Executive Principal
	Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine – policies to ensure compliance Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO/Executive Principal
	Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine – policies to ensure compliance Deliver		Deliver	
	Appointments of Trustees and Governors – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine – policies and criteria for the selection of Trustees and Governors Review – the Board’s own performance Review – performance of the LGBs	Report - to the Board on the performance of the LGBs Review - annually the size, structure and composition and skill Determines of LGBs Recommend – if appropriate changes to the size and composition of the LGBs	Review - procedures for the election of staff and parent governors of the LGB Review – own performance	
	Appointment of the Responsible Officer and Audit Committee	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver – the Responsible Officer role		
	Appointment of Clerk – Board and LGBs	Deliver - appoint the clerk to the Board & LGBs		Consult – in connection with the appointment of the LGB clerk	

	Trustees	CEO/Executive Principal	LGB	Head of School
STRATEGY AND LEADERSHIP	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver – presenting policies to the Board for approval Report – material non-compliance to the Board	Review – all policies approved by the Board and Academy specific policies Deliver – presenting Academy specific policies for approval by the LGB Report – non-compliance to the LGB and the CEO/Executive Principal
	Prepare terms of reference for LGB's and Committees	Deliver Review - annually	Develop	
	Training programme for trustees and governors	Deliver	Develop	Deliver

		Trustees	CEO/Executive Principal	LGB	Head of School
EDUCATION AND CURRICULUM	Academy Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Academy Development Plan in consultation with the appropriate LGB	Deliver – drafting and agreeing the Academy Development Plan	Recommend – Academy Development Plan to the Board	Work with the CEO/Executive Principal in producing the Academy Development Plan Review – the Academy Development Plan
	Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	Determine – Trust wide and Academy KPIs Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend – targets for performance of the Academy to the CEO/Executive Principal Review – performance of the Academy and report to the CEO/Executive Principal Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB
	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO/Executive Principal	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Review – management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB
	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards Review – effectiveness of the curriculum across Trust	Deliver Recommend	Consult Review	Deliver
	Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Report – to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review – how Pupil Premium is spent at the Academy	Deliver Report – on effectiveness of use of the Pupil Premium
	Set admissions policy	Deliver	Develop		
	Admission decisions			Deliver	Consult
	Collective worship arrangements for school without religious character			Review	Deliver

		Trustees	CEO/Executive Principal	LGB	Head of School
EDUCATION AND CURRICULUM	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Head of School Report any material issues to the Board and the CEO/Executive Principal	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LGB on any material issues
	Academy Hours – setting the opening and closing times for the Academies	Determine – in consultation with LGBs		Consult – with the Board	Comply
	Term Dates and length of school day	Determine – in consultation with LGBs		Consult – with the Board	Comply
	School lunch – ensure provided to appropriate nutritional standards			Review	Deliver
	Provision of free school meals to those meeting criteria			Review	Deliver

	Trustees	CEO/Executive Principal	LGB	Head of School
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval Review	Consult – with the Board Review - compliance with the overall financial plan for the Academy	Comply
Trust Annual Budget – formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the EFA		
Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Determine	Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review – submission of Academy budgets to the EFA	Consult - with CEO/Executive Principal in respect of the Academy's requirements Comply	Deliver Comply
Expenditure and ensuring delivery of Annual Budgets	Review	Report – to the board any material issues with delivery against the Annual Budget by the Academies Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review Report - to the CEO/Executive Principal any issues with expenditure or compliance with the Annual Budgets by the Academy	Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget
Reporting: financial reporting and KPIs	Determine	Deliver	Review	Deliver
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver – on recommending financial limits to the Board Review – effectiveness of limits	Review Delivery– Academy Comply - adherence to limits	Comply - adherence to limits
Financial Policies –establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Review – compliance with policies Report – any issues or non-compliance to the Board	Review delivery - compliance with policies Report – any issues or non-compliance to the CEO/Executive Principal	Deliver – compliance with finance policies
Approving annual accounts	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts	
	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver		

FINANCIAL

	Trustees	CEO/Executive Principal	LGB	Head of School	
HR AND OPERATIONS	Appointing the CEO/Executive Principal	Appoint			
	Appointing the Heads of School at each Academy	Approve -in consultation with the CEO/Executive Principal and LGBs	Recommend – sit on appointment panel along with two representatives of the relevant LGB	Recommend – two representatives to sit on the appointment panel with the CEO/Executive Principal	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
	Appointing Academy Staff			Appoint (in consultation with the Head of School)	
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply	Review	Recommend Comply
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust’s pay policy and all statutory regulations)	Review – in respect of CEO/Executive Principal Receive reports – in respect of appraisal arrangements and outcomes Review – any appeals in respect of the Heads of School and cross Trust staff	Review – in respect of Heads of School and cross Trust staff (and any appeals from Academy staff) Review - and Report – (annually) to the Board on appraisal arrangements and outcomes	Assure – in respect of performance management of Heads of School Review – any appeals in respect of all other staff	Review – in respect of all other staff Report – annually to the CEO/Executive Principal on appraisal arrangements and outcomes
	Setting Terms and Conditions of Employment and Staff Handbook	Determine – and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy’s terms and conditions	Comply
	Dismissing CEO/Executive Principal, Heads of School, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review – in respect of the CEO/Executive Principal	Review – in respect of Principals, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board	Review – in respect of the Head of School of the Academy	
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report – to the Board	Review (in consultation with the CEO/Executive Principal) Report – to the CEO/Exec. Principal	Comply
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report – to the Board	Review (in consultation with the CEO/Executive Principal) Report – to the CEO/Exec. Principal	Comply

	Trustees	CEO/Executive Principal	LGB	Head of School	
HR AND OPERATIONS	Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	
	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review	Deliver – in accordance with Trust policy	Recommend
	Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with the LGBs)	Deliver– on recommending the allocation of services to the Board	Consult	Consult
	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report – to the Board	
	Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
	Acquiring and disposing of Trust land	Deliver	Recommend		
	Changing use of Assets	Deliver		Recommend to the Board of any changes to fixed assets used by the Academy	
	Arranging insurance for the Trust	Review	Deliver		
	Media and PR - overseeing public relations to project the activities of the Trust and the Academies to the wider community	Review	Deliver – Trust wide activities	Comply	Comply
	Academy Prospectus		Review	Deliver	Recommend
Trust Prospectus and website	Review	Deliver			