



Washwood Heath
Multi Academy Trust

Code of Governance

Date Approved: 11 July 2019

Introduction

In order to support the effective operation of the Trust and the academies within the Trust this document summarises:

- the role and responsibilities of the Trust's members, the Trust's board of trustees, the Chair of the Trust, its Chief Executive and other senior employees together with the AABs established by the Trustees; and
- the expectations of the Trust in respect of the conduct of Trustees and AAB Members. Being aware of and accepting the Nolan seven principles of public life: see appendix 1

In this Scheme, the following phrases have the following meanings:

<u>Phrase</u>	<u>Meaning</u>
Academy	An academy maintained by the Trust and " Academies " refers to all of the Trust's academies.
Academy Advisory Board or AAB	A committee of the Board established by the Board in respect of each of the Trust's Academies to assist the Board with the discharge of their responsibilities. Members of the AABs are known as " AAB Members ". The AABs are established pursuant to the provisions in the Articles permitting the establishment of Academy Advisory Boards.
Accounting Officer	The CEO of the Trust who is appointed by the Board to act as the Trust's accounting officer as required by the EFA pursuant to the Financial Handbook. The Accounting Officer is responsible for ensuring appropriate oversight of financial transactions of the Trust.
Articles	The Articles of Association of the Trust.
Board	The board of trustees of the Trust. Members of the Board are known as " Trustees ". As the Trust is a

	company the Trustees are also directors under company law.
Board Committee	A committee, other than the AAB, established by the Board to help it fulfil its responsibilities.
Chief Executive Officer or CEO	The person appointed by the Board as the chief executive officer of the Trust.
Chief Financial Officer or CFO	The Trust's finance director who is appointed by the Board to act as the Trust's chief financial officer as required by the EFA pursuant to the Financial Handbook. The CFO should play both a technical and leadership role, including ensuring sound and appropriate financial governance and risk management arrangements are in place, preparing and monitoring of budgets, and ensuring the delivery of annual accounts.
Financial Handbook	The Academies Financial Handbook issued by the Education Funding Agency (as amended annually).
Funding Agreement	The Master Funding Agreement and the Supplemental Funding Agreement entered into between the Trust and the Secretary of State for Education in respect of the operation of the Academies.
Governance Handbook	The governance handbook issued by the Department for Education for trustees of academies and multi academy trusts and governors of maintained schools.
Members	The persons who have been appointed as a member of the Trust pursuant to the Articles.
Register of Members	The register of Members maintained by the Trust pursuant to the Companies Act 2006.
Scheme of Delegation	The general scheme of delegation which sets out in detail the matters and responsibilities retained by the Board and those matters and responsibilities delegated by the Board. Where there is a conflict between the Scheme of Delegation and this Code then the Scheme of Delegation shall prevail.

Scheme of Financial Delegation	The scheme of delegation of financial powers that the Trust is required to operate under the Financial Handbook in order to provide robust internal control arrangements. Where there is a conflict between this Code and/or the Scheme of Delegation and the Scheme of Financial Delegation then the Scheme of Financial Delegation shall prevail.
Trust Leadership Team	The senior management of the Trust including but not limited to the CEO, Finance Director and the Executive Head Teacher for School Improvement.

PART ONE: ROLES & RESPONSIBILITIES

Set out in the Annex to this Code is summary overview of the roles and responsibilities.

1. Members

Academy trusts do not have shareholders; they have Members. The role and rights of Members is analogous to that of shareholders. Members of the Trust do not have rights of ownership in the company like shareholders because the profits of the Trust cannot be distributed to them. However, the Members can control changes in the Articles and other fundamental decisions relating to the Trust.

Members also have the right to remove a Trustee by ordinary resolution (a vote passed by a simple majority of Members).

The Members of the Trust are:

- the initial subscribers to the Memorandum of Association save for where they have ceased to be a Member;
- any other person appointed by the Members by special resolution (a vote passed by a 75% majority of Members).

The names of the Members are set out in the Trust's Register of Members.

The Articles state that there should be a minimum of three Members. However, the DfE encourages trusts to have at least five members. The DfE also encourage trusts to ensure a distinction between the Members and the Board by ensuring that some Members are independent of the Board. Under the Articles an employee of the Trust cannot be a Member.

Members are not responsible for the "day-to-day" operation of the Trust or the Academies. Their main rights and powers include the right to:

- appoint other Members;
- amend the Articles of Association;
- change the name of the Trust;
- appoint and remove one or more Trustees;

- approve the appointment of the CEO as a Trustee;
- give directions by special resolution to the Board; and
- wind up the Trust.

Every Member of the Trust is required to counter-sign an appointment letter on their appointment. This letter sets out the nature of the role and the expectations of the Trust as to how they should perform the role.

The Articles contain the essential rules relating to the appointment and removal of Members and the conduct of general meetings.

The Financial Handbook also sets out further guidance for Members.

2. **The Board**

The role of the Board, as fulfilled directly by the Board, Board Committees, or the AABs is fundamentally strategic and focused on the three core strategic functions set out in the Governance Handbook, namely:

- ensuring clarity of vision, ethos and strategic direction for the Trust and the Academies;
- holding the CEO and the Trust Business Team to account for the educational performance of the Academies and their pupils; and
- overseeing the financial performance of the Trust and the Academies and making sure that money is well spent.

Members of the Board are known as Trustees. The Trustees are both directors under company law and trustees under charity law.

The Board may delegate its responsibilities to its committees, the CEO and Trust Business Team. However, it cannot delegate accountability and the Board therefore retains accountability for the proper and effective operation of the Trust and its Academies.

The composition of the Board is set out in the Articles. The Board comprises of:

- up to six individuals appointed by the Members;
- the CEO
- any individuals co-opted to the Board by the Trustees.

The key functions of the Board are as follows:

Strategy and Policy

- a) Setting the overall policy objectives of the Trust and agreeing any amendments to these. This is undertaken through the consideration and approval of a strategic plan proposed to the Board by the CEO and the individual academy's strategies.
- b) Approving major strategies.

- c) Annually considering the Trust's responses to its regulators (e.g. DfE, EFA & OFSTED) requirements for regular returns as well as any investigations and reports prepared and published by such regulators.

Financial Management and Control

- d) Approving the budget and cash flow forecast.
- e) Approving long term financial forecasts (including the Business Plan).
- f) Receiving and considering a regular report on the Trust's performance against key financial indicators and reviewing or agreeing any corrective action necessary.
- g) Acting in relation to any serious under-performance or any danger to the Trust's financial security.
- h) Entering into any significant risks outside delegated authority.
- i) Ensuring the Trust's assets are protected including the maintenance of adequate insurance cover.
- j) Agreeing authorised signatories for returns and submission to regulators.

Education

- k) Monitoring performance against the Trust's education performance targets.
- l) Agreeing policy for new schools and academies to join the Trust.

Borrowing

- m) Agreeing a borrowing strategy and methods for raising funds.
- n) Considering and approving specific loans and the terms and conditions attached to those loans.

Personnel

- o) Setting salaries for the Trust Leadership Team posts following review by the remuneration committee, and that the setting of salaries for all other posts, is delegated to the remuneration committee.
- p) Approving material changes in the Trust's senior management staffing structure.

General Management

- q) Creating or delegating authority to committees or other Board Member bodies.
- r) Agreeing amendments to standing orders, delegated authority and authorised signatories for all bank accounts.
- s) Public relations and marketing policy.
- t) Appointment of solicitors, bankers and auditors.
- u) Out of court settlement of legal claims by or against the Trust (other than items specifically delegated to staff).
- v) Appointing or dismissing the members of the Trust Leadership Team.
- w) Setting expenses policy for Board Members.

The Scheme of Delegation sets out further details of the matters to be determined by the Board.

3. **The Chair of the Board**

The Chair of the Board shall be elected on an annual basis in accordance with the Articles.

The role of the Chair shall be to:

- ensure effective and efficient conduct of the Trustees' business and in particular:
 - agree with the CEO the agenda for all of the Board's meetings;
 - invite members of the Trust Leadership Team, staff and professional advisors to Board meetings to comment and advise on board business as appropriate;
 - guide each meeting through the items on the agenda (unless modified with agreement of the board);
 - give immediate rulings on complaints and queries relating to the procedure and conduct of the meeting (the Chair's decision being final);
 - to ensure that all Trustees are given the opportunity to express their views before any important decision is taken but to ensure that only those who are entitled to speak (e.g. those without a conflict of interest) are invited to do so;
 - to determine at Board meetings whether any late items will be accepted on to the agenda.
- establish a constructive relationship between the Board, the CEO and the Trust Leadership Team and in particular:
 - liaise with the CEO to keep an overview of the organisation's affairs and to provide support as appropriate;
 - attend meetings with the CEO and the Trust Leadership Team on a regular basis;

- review and appraise the performance of and deal with disciplinary and any other personal matters concerning the CEO in accordance with the CEO's service agreement;
 - to ensure when a vacancy arises that the CEO is replaced in a timely and orderly fashion.
- represent the Trust at public occasions and make comments on behalf of the Trust to the press and other media.

Where appropriate urgent decisions that arise between meetings, these should be dealt with by "Chair's Action" on the basis of a written report from the CEO which clearly states, amongst other things, why the item concerned could not be brought to a regular meeting and why it would qualify for Chair's Action. This report must form part of the papers to the next Board or relevant Committee meeting.

Notwithstanding any provisions of the Articles or this Code, if the Chair, or Vice Chair, is of the opinion that a matter of urgency exists either after receiving the CEO's written report or as a result of other information that is brought to their attention and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, any Academy, pupil or their parent or a person who works at the Trust, then, in consultation with the CEO, they may exercise any function of the Trust which can be delegated to an individual or any function relating to the exclusion of pupils.

The Chair may decide, on receipt of a request for Chair's Action, that a matter is sufficiently important to require a special Board meeting, in which case a meeting shall be called promptly.

In the event of an emergency occurring which needs a prompt decision and it is not covered by the delegated authority specified within this Code or the Scheme of Delegation or Scheme of Financial Delegation, the CEO, after personal or telephone consultation with the Chair (or Vice-Chair in his/her absence), may take appropriate action as necessary. Any such action should be reported in writing to the next Board or relevant Committee meeting for ratification.

4. **The Trust Leadership Team**

The Trust Leadership Team has corporate responsibility through the CEO for the overall formulation and implementation of the Trust's policies and procedures.

The purpose of the Trust Leadership Team is to:

- assist the CEO in the formulation and implementation of strategic policy initiatives which will advance the aims and objectives of the Trust;
- ensure that the policies set by the Board are put into practice efficiently and in a co-ordinated way;
- advise and report to the Board and committees in an accurate and co-ordinated way;
- identify and resolve inter-academy or inter-departmental problems;

- communicate effectively with staff, both to keep them informed of decisions and to obtain their contribution to decision making;
- ensure that the Trust's performance is monitored and that corrective action is taken (where within delegated authority) or recommended to the Board;
- develop annual plans (in accordance with guidelines approved by the Board) and programmes for the Trust's activities and to monitor their effectiveness and efficiency;
- provide leadership and support to second tier management;
- co-ordinate preparation of the agenda and papers for Board and committee meetings.
- act as a risk assessment panel.

The Trust Leadership Team comprises the following staff:

- the Chief Executive Officer;
- Heads of Academy

The CEO is the Trust's Accounting Officer and the FD is the Trust's Chief Financial Officer. Further details of the role and obligations of the Accounting Officer and Chief Financial Officer are set out in the Financial Handbook.

The CEO chairs Trust Leadership Team meetings. Votes will not be taken at Trust Leadership Team meetings unless requested by the CEO.

The Trust Leadership Team is a means by which the CEO manages the Trust and seeks to gain agreement and/or commitment to decisions and recommendations. The Trust Leadership Team is empowered to determine its own working methods.

The Trust Leadership Team meets once per month and may meet more frequently if required by the CEO. The CEO will prepare the agenda but any Trust Leadership Team member has the right to put items on the agenda.

Decisions of the Trust Leadership Team within the parameters of existing policy may be implemented forthwith. Matters requiring new policies or major revisions to existing policy will be referred to the Board or relevant committee.

The boundaries of the Trust Leadership Team's responsibilities are as set by the Trust's Strategic Plan as approved by the Board and any other strategies which have been approved by the Board or relevant committee.

The CEO will ensure that minutes are kept of all Trust Leadership Team meetings and that these are circulated to all Trust Leadership Team members, within one week of the relevant meeting.

For the efficient and effective management of the Trust, the Board has delegated certain powers to senior staff to make decisions (including financial commitments) within policies agreed by the Board or committees.

Authority to commit expenditure is defined in the Trust's Scheme of Financial Delegation.

The CEO

In very general terms, the CEO is responsible for the internal organisation, management and control of the Trust together with advising on and implementing the Trust's agreed strategy.

Subject to the Trust's Scheme of Financial Delegation, the CEO is permitted to:

- a) enter into contracts for:
 - revenue expenditure or the forgoing of income within budget or other limits set by the Board;
 - employment of staff within the agreed establishment and terms and conditions of employment;
- b) sign all certifications required by the Trust's regulators (except for those which expressly require another signatory e.g. a Board Member);
- c) take disciplinary action against staff in accordance with the Trust's procedures;
- d) sign employment contracts within the agreed terms and conditions of employment;
- e) agree for new schools and academies to join the Group within the policy approved by the Board and the objectives of the Strategic Plan.
- f) within the objectives of the Strategic Plan agreed by the Board and the policies and procedures of the Trust, enter into non-contractually binding negotiations with any organisation or individual to undertake activities pursuant to those objectives;
- g) enter into service level agreements with other bodies;
- h) make formal representations to the auditors on behalf of the Trust;
- i) sign collateral warranties;
- j) sign building contracts of a contract sum of less than £200,000 on schemes approved by the Board (other building contracts also requiring the signature of a Board Member);
- k) enter into leases and agreements to lease pursuant to the decisions of the Board (if not required to be executed as a Deed);
- l) exercise the delegated authorities of the members of the Trust Leadership Team in the absence of the postholder;

m) appoint consultants within the terms and procedures agreed by the Board;

n) make PR statements and manage the Trust's media relations.

In fulfilling his or her role, the CEO is assisted by the Trust Leadership Team, in particular:

- education performance management is delegated by the CEO to the Head of Academy; and
- the day-to-day oversight and implementation of the budget is delegated by the CEO to the Trust's finance director.

The CEO may delegate such functions across the Trust Leadership Team as he or she may reasonably consider appropriate.

5. **Local Governance – the AABs**

In order to assist with the discharge their responsibilities, the Trustees have established an AABs for its Academies. The AABs shall be committees established pursuant to Articles 100 to 104 (inclusive) of the Articles which are referred to in the Articles as academy advisory boards. An AAB may work with two or more academies.

There are separate terms of reference which set out the role and functions of the AABs.

The membership of each AAB shall be as set out in the AAB Terms of Reference approved by the Board from time to time. AABs membership will include:

- at least two parent members;
- staff members;
- Head of Academy;
- persons appointed by the Board of Trustees; and
- subject to Board approval, persons co-opted by members of the AAB.

The AAB shall:

- act as a critical friend to the Head of Academy;
- represent the views of the community in discussions on budget issues that relate to community engagement and activity and make recommendations to the Head of Academy;
- support the Trust's senior management staff deal with parental complaints pursuant to the Trust policy on parental complaints; and

- support the Heads of other Academies in exclusion processes where appropriate.

A more detailed list of the responsibilities of the AABs is set out in the Scheme of Delegation.

6. **Local Leadership – the Heads of Academy**

The Head of each Academy shall have responsibility to provide professional leadership for the Academy and secure its success and improvement, ensuring high quality education for all its pupils and good standards of learning and achievement.

The terms of the appointment of the Head of Academy shall be set out in his terms of employment but subject to the responsibilities of the AABs and the policy statements of the Board. Each Head of Academy shall be responsible for:

- implementing the agreed policies and procedures laid down by the AAB including the implementation of all statutory regulations;
- advising the AAB on strategic direction, forward planning and quality assurance;
- the leadership and management of the Academy and the staff of the Academy;
- advising the AAB (and/or the admissions committee, where applicable) on the admission of pupils;
- managing the delegated budget and resources agreed by the AAB;
- informing the AAB on the appointment of any Deputy or Assistant Head teacher and such other senior posts as the AAB may determine;
- the appointment of all other staff and (except to the extent directed otherwise by the Board and/or the AAB), the salary grading allocation of duties, appraisal and discipline of all staff;
- the maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the AAB; and
- all such additional functions as may be assigned under the job description or contract of employment.

PART TWO: CONDUCT

7. The Board, Board Committees & AABs

The Trust:

- aims to establish a board that is competent, accountable, independent and diverse that promotes best practice in governance;
- aims to make sure that its directors promote and uphold high standards of conduct, probity and ethics;
- requires its Trustees to act in accordance with the Articles, this Code and the Financial Handbook

In order to assist the Board, achieve this, the Trust has adopted the code of conduct for Trustees, Board Committee Members and AAB Members which is set out in a separate document to this Code (the “**Code of Conduct**”).

Publicity & Social Media

Every Trustee, Board Committee Member and AAB Member must comply with the Trust’s policies on social media and public statements.

Process for Trustee suspension

The Board may by resolution suspend a Trustee for all or any meetings of the Board, or of a Board Committee, for a fixed period of up to 6 months on one or more of the following grounds:

- that the Trustee, being a person paid to work at an academy, is the subject of disciplinary proceedings in relation to his/her employment;
- that the Trustee is the subject of proceedings in any court or tribunal, the outcome of which may be that he is disqualified from continuing to hold office as a Trustee under the Articles;
- that the Trustee is in breach of any of the provisions of this Code which the Board believes has, or could, bring the Trust, the Board, the Academies or his/her office into disrepute;
- that the Trustee has acted in a way that is inconsistent with the ethos of the Trust and has brought or is likely to bring the Trust, the Board, the Academies or his office into disrepute; or
- that the Trustee is in breach of his duty of confidentiality to the Trust or to any member of staff or to any pupil at an Academy.

A resolution to suspend a Trustee from office shall not have effect unless the matter is specified as an item of business on the agenda for the meeting of which notice has been given in accordance with the Articles.

Before a vote is taken on a resolution to suspend a Trustee, the Trustee proposing the resolution shall at the meeting state his reasons for doing so. The

Trustee who is the subject of the resolution shall then be given the opportunity to make a statement in response before withdrawing from the meeting.

In the event that a Trustee is suspended, the Trustee shall remain entitled to receive notices of, and agendas and reports or other papers, for meetings of the Board or any Board Committee during the period of his suspension.

Sanctions against AAB Members

The AABs are committees of the Board. The Board therefore has the right to remove an AAB Member or suspend (on whatever terms it believes is appropriate) an AAB Member where in the Board's absolute discretion it believes it is in the interests of the Trust to do so.

Expenses

The Trust's "Trustee and AAB Member Expenses Policy" sets out the circumstances in which and the basis expenses may be claimed when acting on Trust business.

Grievances

Many concerns or disputes can be resolved by simple clarification or the provision of information. Trustees, Board Committee Members and AAB Member should explore all informal means of resolving issues before pursuing a grievance. Trustees, Board Committee Members and AAB Members should also reflect on their responsibilities and duties, including acting in good faith and in the best interests of the Trust.

If a Trustee, Board Committee Member or an AAB Member wishes to raise a grievance, then they should make known their complaint in writing to the Chair of the Board. If the complaint is about the Chair, then the complaint should be sent to the Vice-Chair or CEO. The written complaint should include details of the complaint, details of how the matter has been dealt with so far, the names of potential witnesses, dates and times of events and copies of all relevant documents. It should also include a clear statement of the actions that they would like the Trust to take to resolve the concern.

The Chair will investigate the issue within 15 working days and inform the complainant of his/her findings. If the complainant is not satisfied with the outcome, the matter will be referred to a panel comprising of at least three Trustees selected by the Chair. The Panel will be convened within 15 working days and will make its decision known within 15 working days of it sitting. The decision of the panel is final and will be reported to the Board as a confidential item at the next timetabled Board meeting.

8. Trust Leadership Team

The Board shall at all times be mindful of the inherent conflict between the operational and managerial role of the CEO and his/her ability to fulfil the functions of a Trustee, namely:

- ensuring clarity of vision, ethos and strategic direction for the Trust and the Academies;

- holding the CEO and the Trust Leadership Team to account for the educational performance of the Academies and their pupils; and
- overseeing the financial performance of the Trust and the Academies and making sure that money is well spent

In accordance with the Articles and the Financial Handbook, as with any other Trustee, where the CEO has or can have any direct or indirect duty or personal interest (including but not limited to any personal financial interest) which conflicts or may conflict with his duties as a Trustee, he/she should disclose this fact and, if requested, absent himself/herself from any discussions of the Trustees and/or from voting on any matter in which it is possible that a conflict will arise.

The same considerations shall apply where any other employee of the Trustee is a Trustee, Committee member or governor of an AAB.

Duty of the CEO and Trust Leadership Team to the Board

The CEO and Trust Leadership Team have a duty to ensure that the Board, Board Committees and AABs (as appropriate) are informed so as to be able to carry out their strategic and governance responsibilities.

Information should be provided in a usable, clear and concise way and should not swamp Boards with data from which it is difficult to extract the key points.

The following general principles should be followed by staff:

- any item requiring a decision of the Board must be supported by a written report;
- such written report should state clearly the purpose of the report, any recommendations or, if none, why the report is being presented;
- any financial consequences (see below);
- whether the recommendation conflicts with existing policy or creates a precedent affecting other areas.

Written reports should normally be sent out so that Trustees receive them seven days before a meeting. Where this is not possible, papers will include a draft report, and final reports should be dispatched so that Trustees receive them at least three days before. Items should not be tabled at Board or Board Committee meetings unless genuinely urgent, in which case a brief written report should be tabled which clearly states, amongst other things, why the item concerned could not be the subject of a normally circulated report.

A schedule of all Board, Board Committee and AAB meetings will be prepared annually and distributed to Trustees. The timetable shall be drawn up so as to allow the necessary reporting between different committees and from committees to the Board.

Trustees will receive written notice of each Board Meeting at least seven days before the date of the meeting. The notice will include the agenda for the meeting and will normally include all written reports to be dealt with at that meeting.

The draft minutes of each meeting will be circulated to the Chair for approval within [seven] days of the meeting being held. The finalised minutes will be circulated to the members of the Board or relevant Board Committee and appropriate staff as soon as they are prepared.

Reports should be kept for at least seven years from the date of the meeting at which they are presented.

It is particularly important that reports identify clearly the financial consequences of the decision sought from the Board or Committee, etc. The assessment of financial consequences should include where relevant the following:

- the impact on the Trust's and (if appropriate) an Academy's budget;
- compliance with the Funding Agreement and Financial Handbook;
- the impact on the Trust's business plan.

If any Trustee or AAB Member has reason to complain about the conduct or efficiency of any employee (other than the CEO), the member shall make known his/her complaint in writing to the Chair and the CEO. The CEO will investigate the complaint and inform the Chair and the complainant of the result of the investigation and of any steps which have been taken as a consequence of this. In the case of a complaint against the CEO, the complaint shall be made to the Chair and the matter investigated by the Chair and Vice-Chair.

SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should not make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Members	Trustees	AAB
<ul style="list-style-type: none"> • appointing trustees to the Trust Board 	<ul style="list-style-type: none"> • responsible for leading the development and delivery of the Trust's long-term strategy 	<ul style="list-style-type: none"> • holding local academy leadership to account for school academic performance, quality of care and provision
<ul style="list-style-type: none"> • acting as national/regional 'ambassadors' for the Trust 	<ul style="list-style-type: none"> • ultimate responsibility for all day-to-day management decisions and for implementing the Trust's long and short term plans 	<ul style="list-style-type: none"> • to advise and act as a critical friend to the Head Teacher and to advise the Board about local issues they need to consider that affect the Academy
<ul style="list-style-type: none"> • receiving annual accounts 	<ul style="list-style-type: none"> • acting as a direct liaison between the Board and local management of the various academies 	<ul style="list-style-type: none"> • overseeing and monitoring the effectiveness of local strategies
<ul style="list-style-type: none"> • acting as a last line of resort in holding the Board to account 	<ul style="list-style-type: none"> • communicating to the Board on behalf of local management 	<ul style="list-style-type: none"> • to represent the interests of the Academy community in the running of the Academy and to represent the Academy in its community
	<ul style="list-style-type: none"> • key communication role on behalf of the Academies with local stakeholders, regulatory bodies and government 	<ul style="list-style-type: none"> • carrying out the Trust's vision policies and priorities
	<ul style="list-style-type: none"> • ultimate responsibility for ensuring the proper use of public funds and acting as Accounting Officer 	<ul style="list-style-type: none"> • to provide support to the Head of Academy in undertaking appropriate day to day procedures that are essential to the life of the Academy, such as disciplinary and complaint procedures
	<ul style="list-style-type: none"> • ultimate responsibility for assessing and reporting to the Board on risks 	<ul style="list-style-type: none"> • supporting the Board in relation to delivering high quality educational provision