



TERMS OF REFERENCE FOR THE EDUCATION ADVISORY BOARD (EAB)

PURPOSE

The EAB's primary role is to support the rapid turnaround of the Academy or to establish a new Academy/Free School (or Academies in the Hub) and to facilitate the establishment of a Local/Hub Governing Bodies to whom delegated responsibility can be given. The EAB has been established by The Community Academies Trust (CAT) and may have been appointed before the School joined the CAT network in order to support the conversion of the schools to CAT Academies or the opening of a new academy ahead of handover. The EAB shall meet at least twice a term, more if necessary.

The EAB will ensure that the Strategic Plan for the Academies is being implemented and will advise on the development and review of the Plan, focussing on the key areas of action, identified in the Sponsor's statement of action.

The EAB will report to the CAT Multi Academy Trust board and to the CAT Executive Team on progress, recommending further action as necessary.

MEMBERSHIP

Members of the EAB have been drawn from the local community and have been appointed by CAT, who will ensure the members have both the capacity and skills to work intensively within the Academy, providing support and challenge to the Academy's staff and building on existing links with the community. Board members must be able to demonstrate an understanding of the ethos and values of the CAT and a commitment to fulfilling the CAT's mission and objectives for the Academy, drawing on specialist skills where required. Whilst there is no limit on the numbers expected to serve on the Board, in most cases it is not anticipated that there will be more than 5 (LGB) or more for HGB, one of whom will be the CAT Executive Lead.

REVIEW

Operating with an EAB is not intended to be a long term arrangement and a target date has been identified for the review of the arrangement. Any initial period will not be greater than 12 months.

Responsibility/Delegated Authority	Assessment
Ethos and vision	
Support the actions of the CAT and the CAT Board in developing and sustaining a clear educational vision, ethos and direction for the CAT and the Academy, which promotes learning and the moral, social and cultural development of pupils.	
Assist with the communication of the CAT vision within the Academy's community, reinforcing the Academy's identity as a school within the family of the CAT schools.	
Establish systems and procedures in the Academy which recognise and prioritise collaborative working within the CAT network where possible.	
Support the CAT and the CAT Board in the formulation of policies and practices which reinforce the CAT's overall vision and aims as well as recognise the uniqueness of the Academy and the contribution it makes to the CAT collective and to the community.	
Compliance and Leadership	
Take the lead in the development of a strategic plan for the Academy which is consistent with the CAT's overall strategic objectives and identifies appropriate priorities for the Academy, targets for improvement and specific actions to be taken.	
Advise and report to the CAT and the CAT Board on the implementation of the strategic plan, identifying any financial, educational and organisational threats and weaknesses as well as opportunities for growth and improvement.	
Support both the CAT executive team and the CAT Executive Headteacher, who in turn advises the CAT Directors, as well as the leadership team within the Academy, ensuring that there is sufficient challenge and feedback so that continuous improvements can be made and preparing the leadership team for the transition to full delegated responsibility.	
Promote the establishment in due course of a full governing body for the Academy, carrying out a skills and capacity audit of any existing governors.	
Encourage and facilitate the coming forward of individuals who can serve on a full governing body, supporting the training of governors and leaders as appropriate and ensuring there is sufficient diversity of skills, appropriate experience and capacity to provide meaningful support to the CAT Directors and the Academy's leadership team.	
Have regard to the public sector equality duty in the performance of any duty.	
Act in accordance with the terms of the CAT Master and Supplemental Funding Agreements, the CAT 's Articles of Association and the current EFA Academy Financial Handbook in the performance of any duty.	
Ensure that at all times the Academy is meeting any legal requirements and duties.	

Finance and Risk Management	
Ensure that at all times any funds delegated to the Academy or otherwise held on behalf of the Academy are safeguarded, having regard to the duty of the CAT Directors as trustees of charitable assets and as recipients of public money.	
Monitor, review and control the budget, expenditure and income of the Academy, acknowledging any amounts to be set aside for central costs and reserves, contributing to any discussions initiated either by the CAT Board or the CAT executive team in relation to the budget of the Academy and the appropriate use of all funds available to the Academy.	
Support and introduce the systems of financial and risk reporting in respect of the Academy to the CAT and the CAT Directors, reporting as required (including to any internal audit committee or to the external auditors) highlighting any specific risks which might jeopardise the fulfilment of the strategic plan for the Academy.	
Implement any CAT policy for the approval and signing of contracts, ensuring all contracts to be entered into by the Academy are appropriate, have been authorised (or are within delegated authority) and do not expose either the CAT, the CAT or the Academy to any undue risk.	
Curriculum and Standards	
Advise the CAT and the CAT Board on the development of a curriculum which meets the Academy's specific needs and has regard to: <ul style="list-style-type: none"> • Any nationally recognised curriculum • The obligation to provide religious education, sex education and physical education • Special educational needs • National testing and attainment targets, and • Any teaching objectives and priorities adopted by the CAT and the CAT Board for all Academies 	
Advise and report to the CAT and the CAT Board on the targets for relevant Key Stages in the Academy, supporting the leadership team in the Academy on action to be taken to maximise attainment and pupil progress and advising on the transition by pupils from one key stage to the next supporting the development of a personalised learning plan for each pupil.	
Carry out regular reviews of the standards of teaching and learning in the Academy and agree with the leadership team specific actions to be taken to address areas of weakness, facilitating the sharing of best practice and the development of a training programme for staff which draws on the strengths of the Academy and secures additional resources which meet needs.	
Pupil Behaviour and Attendance	
Formulate and implement a pupil behaviour policy in accordance with guidance produced by the Department for Education and as advised by the CAT.	

Staff Recruitment	
In conjunction with the CAT and the CAT Board (but having regard to the advice of the Academy's leadership team), develop a staffing structure for the Academy, identifying the number of staff required to be employed at the Academy, the levels of the posts and the role responsibilities of all staff employed and supporting, where appropriate, the sharing of resources between the CAT Academies.	
Ensure the implementation of the HR policies adopted by the CAT	
Having regard to any advice of the CAT executive team and on the instruction of the CAT Executive Headteacher, appoint all staff to work in the Academy, establishing an appointments committee in respect of the appointment of a Headteacher and such other key leadership appointments as advised by the CAT Directors which includes representatives of the CAT and the CAT Board (the latter as deemed appropriate).	
Staff Appraisal and Performance Management	
Evaluate the standards of teaching and learning in the Academy and ensure that proper standards of professional performance are established and maintained.	
Implement any pay policy and performance management policy for all teaching and non-teaching staff employed at the Academy put in place by the CAT and/or the CAT Board, ensuring all affected staff of the Academy are kept informed and consulted if necessary.	
Implement any written policy for the appraisal of all teaching and non-teaching staff who work in the Academy put in place by the CAT and/or the CAT Board, having regard to the objectives of the Academy's strategic plan and ensuring all staff of the Academy are kept informed and consulted if necessary.	
Carry out the performance management and appraisal of the Headteacher, any deputies and other key leadership appointments in the Academy, supporting the Academy's leadership team in the performance management of all other staff, advising the CAT Board of any areas of weakness or where additional support and/or training is required.	
Advise the CAT and the CAT Board on an appropriate programme for the training and professional development of all staff in the Academy, supporting and working with any CAT programme for the development of Headteachers and other key leadership appointments.	
Implement any written policy for staff disciplinary and grievance procedures put in place by the CAT and the Board and where appropriate advise on and support the Academy's leadership team on the implementation of the same.	
Undertake any disciplinary or grievance procedure for the Headteacher and other members of the Academy's leadership team, reporting to the Board and noting any right of appeal to the Board.	
Facilitate discussion with staff representative bodies, including the unions, at both Board level and within the Academy.	

Premises and Resources	
Formulate, implement and keep under review a policy for health and safety at the Academy, having regard to any advice issued by the CAT from time to time.	
Provide such advice and information as may be required to enable the CAT Board to take out and review the level of insurance cover for the Academy and at the request of the CAT Board undertake appropriate and regular risk assessments.	
Advise and report to the CAT Board on any estate management strategy for the premises and facilities used by the Academy, identifying any planned maintenance and any need for substantial works to meet the strategic aims of the Academy, including considering the availability of funding or the need to secure funding.	
No significant capital works will be undertaken or commissioned by the EAB without the express written consent of the CAT Board.	
Ensure any works to the premises are carried out by appropriately qualified workmen, notifying the CAT insurers as appropriate.	
Ensure any use of premises or facilities for community or income generating purposes are carried out in compliance with any policy issued by the CAT Board in relation to such matters (including any prepared on the advice of the CAT accountants) and keeping a separate account of any income received so that this can be identified separately in the Academy's accounts.	
Delegation	
The EAB may delegate any powers and responsibilities to the Head of the Academy, subject to any requirements of the CAT. The EAB will ensure the gradual transfer of responsibility to the Head of the Academy, the leadership team and the full governing body is done sensitively to help successfully deliver the Academy's long term strategic plan.	