



Cheshire Academies Trust
Collaboration and Creativity



Scheme of Delegation

**Local Governance
Terms of Reference
2019**

**Date of Board review:
Next review date:
Trust Link:
Revision number: V11**

1 BACKGROUND

- 1.1 Cheshire Academies Trust (CAT) was formed in January 2015 when three local primary schools came together to support and challenge each other to further improve standards through a formalised partnership. The Trust also includes a Teaching School (CLTA) through which we are able to engage with a wide variety of schools and programmes such as Schools Direct and school improvement and support. CAT was created with a strong sense of moral purpose to provide the best education and opportunities for children and an aspiration to improve the quality of teaching and learning in all CAT academies and for children in our wider community through the work of CLTA. We have created a Trust in which schools support each other to enable their children and staff to thrive through a creative approach to collaboration. There is a strong sense of ownership and belonging in CAT; this ensures schools benefit from opportunities to collaborate and work together.
- 1.2 Our Board and academy senior leaders have carefully considered the benefits of growth for our current academies and those joining our Trust. We strongly believe that carefully growing CAT will have significant benefits for the children and staff in both converting academies and our existing CAT academies. We continue to create alliances and be actively involved with local schools that are not part of CAT to engage in discussions around school improvement.
- 1.3 The scheme of delegation is not designed to cover every eventuality that may occur at every level. Indeed, members of the Trust may interpret it differently and while it does provide a delegated framework and clear guidance, there may be the possibility that further information is required in order to understand who may be responsible or accountable. If a situation occurs in which further guidance is required, the Trust Board, CEO and Director of Operations are to be consulted.

2 INTRODUCTION

Cheshire Academies Trust (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. The Trust will delegate responsibility to Local Governing Bodies, the Director of Operations and Principals for aspects of running the academies as it sees fit, however the Trust retains ultimate decision making authority in all areas (see Annex 3 Scheme of Delegation).

The following academies are currently operated by the Trust:

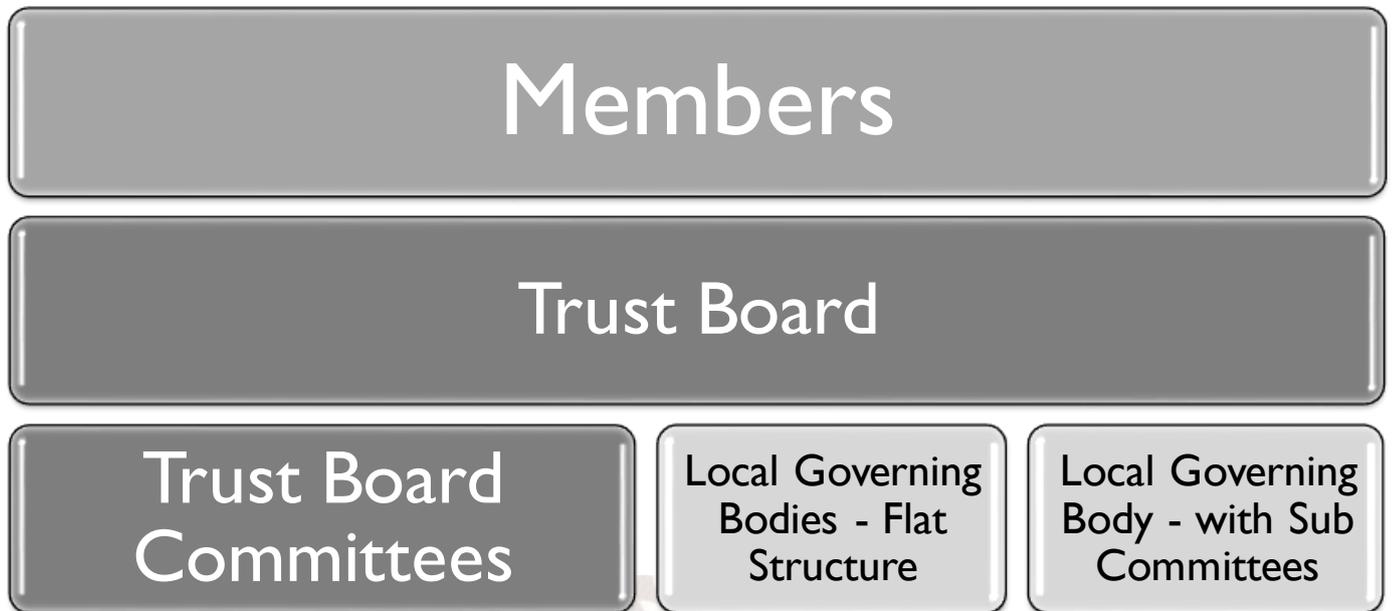
- Boughton Heath Academy
- Kelsall Primary School
- Mill View Primary School
- Bexton Primary School

(each one the "Academy" or collectively the "Academies").

The Trustees may review the scheme of delegation at any time but shall review it at least annually. This scheme of delegation may only be amended by the Board of Trustees.

- 2.1 The governance structure complies with the Academies' Financial Handbook, the code of conduct (members, trustees and governors) and the Trust's Articles of Association

TRUST GOVERNANCE STRUCTURE



3 MEMBERS

- 3.1 The Trust is governed by Members constituted under a Memorandum of Association and Articles of Association.
- 3.2 The Members are responsible for:
 - 3.2.1 Approving the Articles of Association
 - 3.2.2 Recruitment and Appointment of Members
 - 3.2.3 Appointment of some Trustees
 - 3.2.4 Removal of Trustees
 - 3.2.5 Securing the highest standards of accountability from Trustees for the provision of all pupils in the Multi Academy Trust (MAT)
 - 3.2.6 Holding the Board of Trustees to account for performance and standards within academies.
 - 3.2.7 Appointment of the Trust's Auditors
- 3.3 The Trust currently has **four** Members. A Member counts towards the quorum by being present in person, by video or conference call or by proxy. Three persons entitled to vote upon the business to be transacted, each being a Member or a proxy of a Member, shall constitute a quorum.
- 3.4 Members as at July 2020 are (please refer to Trust website for in- year changes):
 - 3.4.1 Janet Myers
 - 3.4.2 Joanne Lucy
 - 3.4.3 Duncan Haworth
 - 3.4.4 Andrew Canham
- 3.5 Members are required to maintain an update record of pecuniary/business interests.

4 TRUST BOARD

- 4.1 The Trust Board is responsible for:
 - 4.1.1 Delivering the charitable objectives of the Trust.
 - 4.1.2 Setting a clear strategic vision to allow the LGBs to set and achieve their aims and objectives within such vision.
 - 4.1.3 Strategically controlling the organisation and managing the charitable assets.
 - 4.1.4 Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DfE & ESFA including the funding agreement and continued charitable status of the Trust.
 - 4.1.5 The determination, educational character and mission of the Trust.

- 4.1.6 Ensuring the solvency of the Trust company and charity, safeguarding its assets and delivering its charitable outcomes.
 - 4.1.7 Setting key strategic objectives and targets and reviewing performance against these.
 - 4.1.8 Ensuring that the governors have access to high quality training.
 - 4.1.9 Approving the Trust development plan.
 - 4.1.10 Approving statutory policies that are common to all Academies within the Trust.
 - 4.1.11 Ensuring that the year-end accounts are submitted to Members for approval.
 - 4.1.12 Approving the annual consolidated budget for the Trust.
 - 4.1.13 Authorising income and expenditure in line with the Scheme of Delegation.
 - 4.1.14 Appointing or dismissing the CEO, Principals and Central Team Staff Members.
 - 4.1.15 Intervening as appropriate in any Academy at risk of underperformance.
 - 4.1.16 Undertaking determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the Local Governing Board and committees along with their annual review and revision.
- 4.2 The Trust seeks to appoint Trustees with a range of skills and experience. The quorum for meetings of the Board of Trustees will be three Trustees voting in person, by video or tele-conference. The term of office for all Trustees will be four years and a maximum of two terms. Trustees can, in exceptional circumstances, authorise up to a maximum of a further single third term of office Other senior staff may be invited to meetings as and when required.
- 4.3 Where an issue is being discussed that directly affects a Trustee or the CEO an interest must be declared and the individual must withdraw from the meeting. Any Trustee may attend any of the Trust and Local Governing Board meetings.
- 4.4 The Trust clerk will undertake the clerking of the meetings of Members and Trustees and its committees and ensure that the minutes are included as an agenda item for consideration and approval at the next appropriate meeting. All decisions made by committees with delegated powers must be reported to the next full meeting of the Trust Board.
- 4.5 The annual agenda for the Trust board revolve around vision and strategy, educational performance, financial performance, governance matters, compliance, safeguarding and risk management. A full annual agenda can be seen in **APPENDIX 1**.
- 4.6 The Chair of the Board of Trustees will be elected at the first meeting of the academic year. Chairs of each sub-committee will be elected at the first meeting of the academic year.
- 4.7 Trustees are required to undertake relevant Disclosure and Barring Service checks and maintain an update record of pecuniary/business interests.

5 INDIVIDUAL ROLES AND RESPONSIBILITIES

5.1 The Role of the Chair of the Board of Trustees

- 5.1.1 To lead the board in ensuring the strategic direction of Cheshire Academies Trust whilst offering effective support and challenge at all levels of the organisation
- 5.1.2 To ensure the business of the Board is conducted properly, in accordance with legal requirements
- 5.1.3 To ensure any decisions taken are done so in accordance with the scheme of delegation
- 5.1.4 To ensure meetings are run effectively, focusing on priorities and making the best use of time available
- 5.1.5 To ensure that all attendees have an equal opportunity to participate in discussion and decision making
- 5.1.6 To establish and foster an effective relationship with the Chief Executive Officer, Director of Operations, Chairs of Local Governing Boards and Principals within the Multi Academy Trust based on trust and mutual respect for each other's roles
- 5.1.7 In the event of a need to make genuinely urgent decision the Chair of the Board of Trustees, where appropriate in consultation with the CEO will take appropriate action on behalf of the Trust Board. The decisions taken and the reasons for urgency will be explained fully and minuted at the next meeting of the Trust Board.
- 5.1.8 To exercise emergency powers as and when required.
- 5.1.9 To have a casting vote in the event of a tie.

5.2 The Role of the Chief Executive Officer

The Chief Executive Officer will:

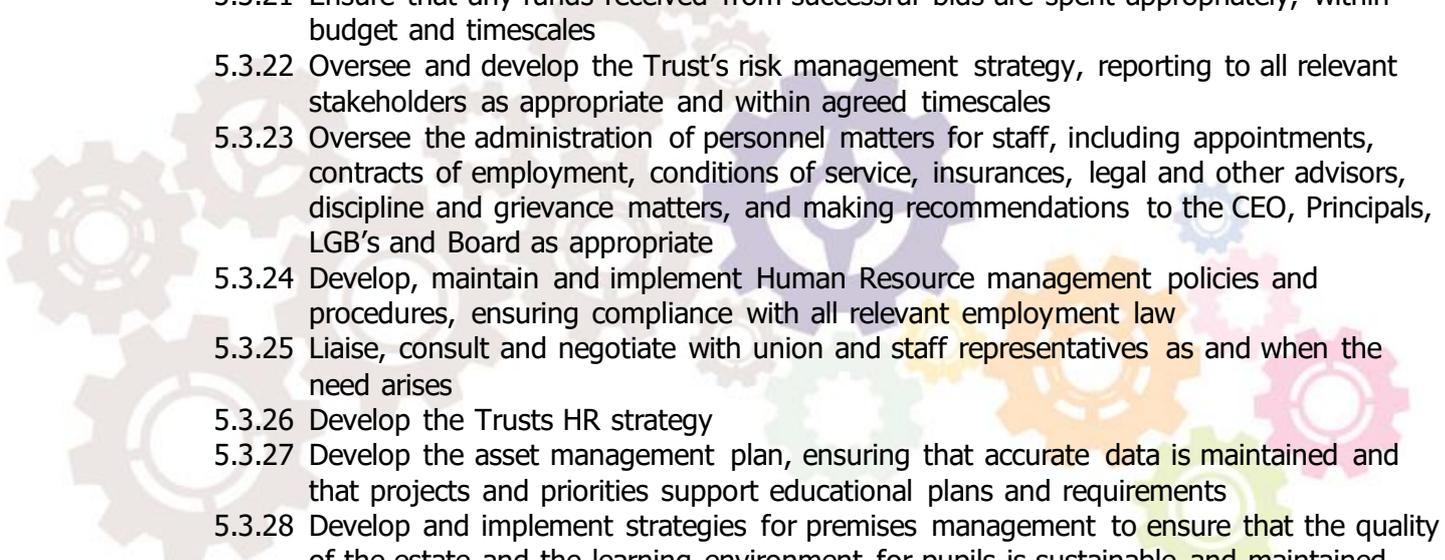
- 5.2.1 Provide strategic leadership and direction of the Trust and its Academies within the vision and strategy agreed by the Trust Board, to ensure that children consistently achieve good or better outcomes
- 5.2.2 Act in the role of accounting officer.
- 5.2.3 Fulfil the Board's vision for medium term growth by engaging with future CAT academies and liaising with external partners
- 5.2.4 Be the lead education professional for Academies in the Trust, ensuring an effective strategy for building educational and leadership capacity ahead of need
- 5.2.5 Act as an ambassador for the Trust to promote CAT and its ethos and values in the communities in which it works, with the DfE and its Regional Schools Commissioner and Local Authority colleagues
- 5.2.6 Ensure that the Trust's financial viability is secure and is able to meet the Trust's and its Academies' needs
- 5.2.7 Establish and foster an effective relationship with the Chair of the Board, Chair of the Local Governing Bodies and Principals within the Multi-Academy Trust based on trust and mutual respect for each other's roles.
- 5.2.8 Effectively deploy the staff and resources of the central Trust in line with strategic direction as determined by the board of trustees.
- 5.2.9 Provide a written report on areas of responsibility to the Trust Board on at least a termly basis.
- 5.2.10 Line manage Director of Operations and Principals to ensure the strategic direction of the Trust is followed and that standards are maintained across the Trust.
- 5.2.11 Ensure that best practice is shared within CAT but also that best practice nationally is applied across our organisation.
- 5.2.12 Actively support and enhance the wellbeing and achievements of pupils and staff.
- 5.2.13 Act as the Trust safeguarding officer.
- 5.2.14 Provide support and training to Local Governing Bodies to ensure the highest standards of governance are achieved.
- 5.2.15 Ensure Cheshire Academies Trust is represented in national, regional and local networks so that the Trust influences and is aware of new trends and is familiar with current best practice in the education sector
- 5.2.16 Ensure any decisions taken are done so in accordance with the scheme of delegation

5.3 **The Role of the Director of Operations:**

The Trust's Director of Operations is responsible for delivering the Board's vision for Cheshire Academies Trust through the day-to-day leadership of all the Trust's business, financial and administrative functions. This includes the establishment, maintenance and development of key financial and HR processes and procedures and all non-educational Trust policies.

They will:

- 5.3.1 Act in the role of Chief Financial Officer
- 5.3.2 Provide strategic leadership, direction and management of Finance, ensuring high standards and the development of systems appropriate to the Trust
- 5.3.3 Develop a strategic plan for robust financial management of the Trust's activities, resources and assets in line with the Academies Financial Handbook and Companies House requirements
- 5.3.4 Line manage the Trust's non-educational central team colleagues and academy staff with financial responsibility
- 5.3.5 Support Principals in the academies' budget process for submitting their detailed proposed budget to their Local Governing Board for approval
- 5.3.6 Use appropriate data to make financial forecasts to facilitate good strategic forward planning
- 5.3.7 Ensure robust budgetary control arrangements are in place to enable monitoring of income and expenditure against budgets and ensure corrective action is taken where appropriate
- 5.3.8 Oversee benchmarking to review best value for money and to make suitable recommendations

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- 5.3.9 Ensure the timely submission of all statutory financial statements and returns
 - 5.3.10 Oversee the preparation of monthly management accounts, forecasts and other financial and non-financial reports, presenting reports to the Board and explaining all significant variances to all relevant stakeholders, in accordance with agreed timetables
 - 5.3.11 Ensure that the financial and management accounting systems for Cheshire Academies Trust are up-to-date and support all accounting and reporting needs
 - 5.3.12 Liaise with auditors and implement audit requirements and recommendations throughout the Trust
 - 5.3.13 Ensure best value in the acquisition of supplies and services through effective procurement and tendering
 - 5.3.14 Monitor the operation of policies concerning procurement and ordering
 - 5.3.15 Monitor the operation of contracts entered into for the supply of goods and services
 - 5.3.16 Ensure all contracting and procurement activities are fully compliant with all public sector legislation and regulatory requirements
 - 5.3.17 Identify Capital Improvement Fund (CIF) opportunities for schools and create an effective process for preparing bids
 - 5.3.18 Oversee all significant capital building projects and liaise with Principals, governors, consultants, contractors and other interested parties as necessary
 - 5.3.19 Develop new central services to offer to Cheshire Academies Trust academies
 - 5.3.20 Investigate, source and maximise income (revenue and capital), liaising with funding agencies and government, amongst others, and write bids
 - 5.3.21 Ensure that any funds received from successful bids are spent appropriately, within budget and timescales
 - 5.3.22 Oversee and develop the Trust's risk management strategy, reporting to all relevant stakeholders as appropriate and within agreed timescales
 - 5.3.23 Oversee the administration of personnel matters for staff, including appointments, contracts of employment, conditions of service, insurances, legal and other advisors, discipline and grievance matters, and making recommendations to the CEO, Principals, LGB's and Board as appropriate
 - 5.3.24 Develop, maintain and implement Human Resource management policies and procedures, ensuring compliance with all relevant employment law
 - 5.3.25 Liaise, consult and negotiate with union and staff representatives as and when the need arises
 - 5.3.26 Develop the Trusts HR strategy
 - 5.3.27 Develop the asset management plan, ensuring that accurate data is maintained and that projects and priorities support educational plans and requirements
 - 5.3.28 Develop and implement strategies for premises management to ensure that the quality of the estate and the learning environment for pupils is sustainable and maintained
 - 5.3.29 Develop and deliver building improvement projects, on-site surveys, liaising with architects and drawing up proposals as required
 - 5.3.30 Ensure effective tendering and management of contracts for work done by external contractors
 - 5.3.31 Ensure the effective implementation of Health and Safety requirements across the Trust and compliance with Health and Safety law
 - 5.3.32 Ensure the development and maintenance of appropriate administration systems to support the objectives and aims of Cheshire Academies Trust
 - 5.3.33 Act in the role of Data Protection Officer
 - 5.3.34 Maintain and ensure regular review of Cheshire Academies Trust's data protection policy and procedures and ensure that all requirements are in place.
 - 5.3.35 Take lead responsibility for non-educational policy development and implementation in all support areas
 - 5.3.36 Lead on the non-educational due diligence of schools interested in joining Cheshire Academies Trust
 - 5.3.37 Oversee the academy conversion process on behalf of the Trust for incoming schools
 - 5.3.38 Work closely with the CEO on developing a strategic development plan that ensures a proactive approach to finance, HR, premises and other support systems to maximising the best use of resources

- 5.3.39 Establish and foster an effective relationship with the CEO, Trustees, Local Governing Board Chairs, Principals and Local Finance Leads within Cheshire Academies Trust based on trust and mutual respect for each other's roles
- 5.3.40 Ensure any decisions taken are done so in accordance with the scheme of delegation

5.4 **The Role of the Trust Clerk**

The Trust Clerk is appointed by the Trust Board and will provide effective support, advice and guidance to the Board, LGB and their respective committees / sub-committees.

They will:

- 5.4.1 Ensure governance business is conducted properly, in accordance with legal requirements and the Scheme of Delegation.
- 5.4.2 Ensure accurate minutes are recorded and maintained of meetings of the Board, LGBs and their respective committees and sub-committees.
- 5.4.3 Advise Trustees / Governors on constitutional or procedural matters, duties and powers.
- 5.4.4 Work with relevant stakeholders to develop an annual overview/calendar of events and meetings for the Board and LGB
- 5.4.5 Maintain those records that are required by legislation (Register of business interests, attendance of governors, persons with significant control etc.)
- 5.4.6 Maintain Companies House and Get Information About Schools (GIAS) data on behalf of the Board and LGBs.
- 5.4.7 Maintain the statutory information published on the Trust's website
- 5.4.8 Oversee the Board's communication strategy and manage day-to-day communications on behalf of the Trust Board
- 5.4.9 Establish and foster an effective relationship with the Members, Trustees, Chair of the Board, Chief Executive, Director of Operations, LGBs and Principals within the Multi-Academy Trust based on trust and mutual respect for each other's roles

5.5 **The Role of the Principal (In those schools identified as in line with gradings of "Good" or better)**

The LGB, with the agreement of the CEO, shall appoint the Principal of each academy. The Principal of each academy within the Trust is responsible for the operational leadership, internal organisation, management and control of the academy.

They are responsible for:

- 5.5.1 Ensuring high quality education for all pupils that includes a broad and balanced curriculum.
- 5.5.2 Implementing all policies approved by the Trust Board
- 5.5.3 Implementing the agreed CAT assessment cycle.
- 5.5.4 Developing and sustaining effective relationships with the CEO, Director of Operations and LGB members which are based on trust and mutual respect for each other's roles.
- 5.5.5 Providing written reports to the CEO and LGB to enable effective monitoring to take place.
- 5.5.6 Ensuring any actions / decisions taken are done so in accordance with the scheme of delegation.

5.6 **The Role of the Principal (in those schools identified as being at risk of receiving an Ofsted grading 3 or 4, Coasting school or School Causing Concern)**

The Trust Board, in consultation with the CEO and LGB, shall appoint the Principal of each academy that is identified as being at risk of receiving an Ofsted grading 3 or 4, being a Coasting school or a School Causing Concern. The Principal of each academy is responsible for the operational leadership, internal organisation, management and control of the academy. With the support of the CEO or other allocated mentor, they are responsible for:

- 5.6.1 Raising the standards and quality of education for all pupils that includes a broad and balanced curriculum.

- 5.6.2 Implementing all policies approved by the Trust Board.
- 5.6.3 Implementing the agreed CAT assessment cycle.
- 5.6.4 Developing and sustaining effective relationships with the CEO, Director of Operations and Chair of LGB which are based on trust and mutual respect for each other's roles.
- 5.6.5 Providing written reports to the CEO and LGB to enable effective monitoring to take place.
- 5.6.6 Ensuring any actions / decisions taken are done so in accordance with the scheme of delegation.

5.7 The Role of the Chair of a Trust Committee

- 5.7.1 Ensure the business of the committee is conducted properly, in accordance with legal requirements and the committee's terms of reference.
- 5.7.2 Ensure that all delegated responsibilities are undertaken in line with agreed policies and on a timely basis.
- 5.7.3 Ensure meetings are run effectively, focusing on priorities and making the best use of time available.
- 5.7.4 Ensure that all members have an equal opportunity to participate in discussion and decision-making.
- 5.7.5 Ensure any decisions taken are done so in accordance with the scheme of delegation

6 BOARD COMMITTEES

6.7 The Trust Board in order to meet its requirements may opt to have board committees and the membership will be reviewed and agreed by the Board of Trustees annually. The quorum for each of the committees is three.

6.8 The Chair of each committee will have a casting vote in the event of a tie. The committees will meet as often as is necessary to fulfil their responsibilities. The CEO and other relevant senior staff should routinely attend committee meetings as appropriate to provide information and participate in discussions. The committees may invite attendance at meetings from persons who are not members of the committee such as Academy Principals, professional advisors and auditors to assist or advise when and where appropriate.

6.9 Currently there are four Committees:

6.9.1 **Standards Committee (Three times per year) APPENDIX 5**

This committee will consider standards at each academy in detail to ascertain potential risk of underperformance. It will use Local Governing Board minutes, analysis and information to further scrutinise the standards within academies, particularly if these have been highlighted as less than good via the SOAP and risk register.

6.9.2 **Resources Committee (Four times per year) APPENDIX 6**

This committee will consider the Trust financial, risk, audit and staffing matters and, by exception, individual academy matters in order to provide the Trust Board with assurance on the business aspects of the Trust.

6.9.3 **CEO, Principals' Appraisal & Pay Review Committee – APPENDIX 3**

The committee oversees the effective appraisal of the CEO, Principals, Director of Operations and Central Trust staff.

6.9.4 **Appeals Committee (to be appointed as required)**

The Appeals Committee offers a channel of appeal for employees whose case has been considered through the Trust Academy Process and where the employee has the ability to exercise a right of appeal to the Trust

Functions:

- 6.9.4.1 To make any determination to dismiss any member of staff (unless delegated to the CEO/ Principal)
- 6.9.4.2 To make any decisions under the Trust's personnel procedures e.g. disciplinary, grievance, capability where the CEO, Central Team, Principal is the subject of the action
- 6.9.4.3 To make any decisions relating to any member of staff other than the Principal, under the Trust's personnel procedures (unless delegated to the Principal)

- 6.9.4.4 To make any determination or decision under the Trust's General Complaints Procedure for Parents and others when the Local Governing Board cannot reach agreement or through the formal complaints process.
- 6.9.4.5 To consider any appeal against selection for redundancy
- 6.9.4.6 To consider any appeal against a decision on pay grading or pay awards
- 6.9.4.7 The agenda for Committee meetings shall be determined by the Chair of the Committee in consultation with other members of the Committee as appropriate and shall, wherever possible, be circulated in advance to persons attending the meeting and copied to the Chair of the Trust.

7 LOCAL GOVERNANCE

7.1 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Board ("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").

7.2 The responsibilities that are delegated to the LGBs are set out in the Scheme of Delegation. All decisions made, therefore, must be in line with the agreed Scheme of Delegation.

7.3 Where the Trust Board has significant concerns about a particular academy, including OfSTED gradings, the existing Governing Board may be replaced or supported through an Academy Monitoring Board (AMB) if appropriate. The Board of Trustees will be responsible for determining the members of the AMB and in some instances, where their skills will add to capacity may include some members of the existing Local Governing Board.

7.4 In those schools identified as having areas of significant weakness, the AMB will have some delegated responsibilities along with a clear remit to provide support to the Principal. Those schools already with, or demonstrating, the capacity to improve will have additional delegated responsibilities. 7.5 The level of delegation will be assessed on a school by school basis.

7.6 Where an existing Academy is deemed to be at risk of failing its pupils, the Trust will exercise the right to reconstitute the LGB and appoint the majority of its members to ensure that the identified weaknesses can be effectively addressed.

7.7 Members of the Local Governing Board will be known as governors.

7.8 In accordance with National Governance Association guidance all Local Governors will serve a 4-year term of office and a maximum of two terms. Trustees can, in exceptional circumstances, authorise up to a maximum of a further single third term of office. The Local Governing Board is constituted in accordance with the requirements set out by the Trust which shall include:

- Principal
- Up to 2 staff governors
- At least 2 and up to 4 parent governors; and
- Up to 8 co-opted governors.

The overall size of the LGB should not exceed 12 without the approval of the Trust Board.

- 7.9 The quorum for a Local Governing Board meeting will be three governors not employed by the school.
- 7.10 Parent Governors and Staff Governors will be sought through the process of nomination and election procedures.
- 7.11 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time.
- 7.12 The Local Governing Boards can operate sub-committees to effectively deal with the business of the school, the membership of which will be made up of governors. Alternatively, Local Governing Boards can operate by forming sub-committees.
- 7.13 The LGB will play a crucial role in driving forward the school and offer appropriate challenge to the Principal. It will:

17.13.1 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.

17.13.2 be accountable to the Trust Board for its actions and follow the expectations of governors as laid down by the Trust Board.

17.13.3 aim to establish that it is competent, accountable, independent and diverse that it promotes best practice in governance.

17.13.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics.

8 TERMS OF REFERENCE FOR LOCAL GOVERNING BOARDS

8.1 SUMMARY ACCOUNTABILITY LEVELS

Cheshire Academies Trust has Finance and Standards committees, and Local Governing Boards (LGB) for each of the academies for which it is responsible. The Trust Board delegates the appointment of Governors to the LGB and decides what other powers to delegate to them. The LGB has the authority to delegate their functions to sub-committees, run a flat structure or in certain circumstances an individual Governor or Principal. In addition, where the Board has decided that a significant level of support is required in improving outcomes an Academy Monitoring Board may be established in individual academies to address this criterion.

8.2 The Trust, through the Central team, will retain responsibility for:

- 8.2.1 Budget setting for all Academies within the Trust (this will be undertaken in consultation with the Principal and LGB).
- 8.2.2 Planning the Capital Expenditure programme
- 8.2.3 Setting whole academy financial targets in line with Trust priorities
- 8.2.4 Establishing Trust wide policies applicable to each Academy
- 8.2.5 Setting attainment and progress targets for each Academy (where progress is under 0 for any aspect including reading, writing and mathematics)
- 8.2.6 Undertaking CEO, Principal (along with LGB members) and Central Trust staff appraisal. It will remain the responsibility of the CEO to make the final decision regarding Principal appraisal.

8.3 Working on behalf of the Board of Trustees, it is the responsibility of the LGB to:

- 8.3.1 Set the vision, ethos and direction of the academy in partnership with other stakeholders.
- 8.3.2 Provide effective support and challenge to Academy leaders.
- 8.3.3 Approve the strategic areas and targets for inclusion in the Academy Development Plan.
- 8.3.4 In conjunction with the CEO and Principal, approve educational targets for the academy as a whole and for identified groups with regard to local and national standards.
- 8.3.5 Monitor progress against the agreed educational targets in the Academy Development Plan.
- 8.3.6 Recommend the budget, including the 3-year plan, and staffing structure, for approval to the Trust Board.
- 8.3.7 Review and challenge the 3-year budget on a termly basis.
- 8.3.8 Identify current and future financial risks and accrue/plan accordingly via maintenance of the academy risk register and report on such to the LGB
- 8.3.9 Approve or reject any and all non-budgeted expenditure that arises throughout the Academy year that is over and above £10,000
- 8.3.10 Contribute to the consultation process for Trust policies.
- 8.3.11 Review quotes (2 minimum) and approve expenditure for all items over and above £2,000.
- 8.3.12 Review the annual audited financial statements for CAT and action any recommendations for their academy contained therein.

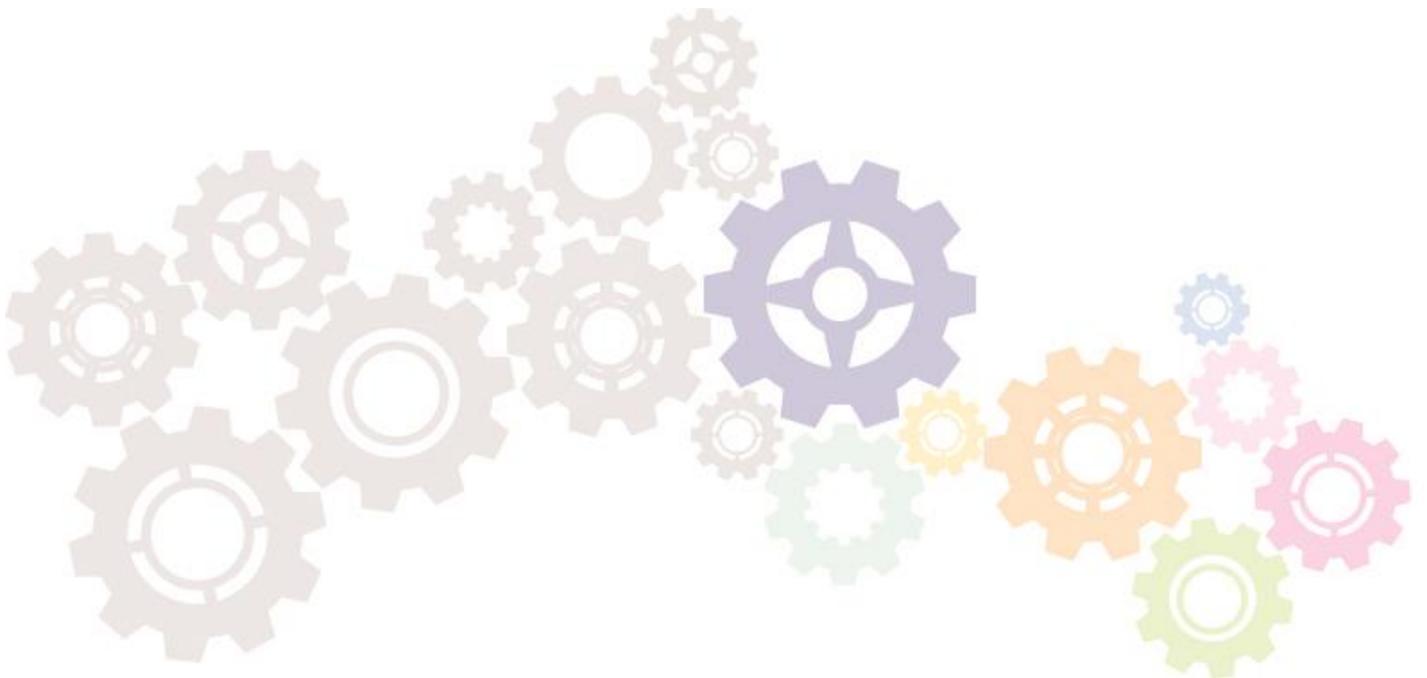
- 8.3.13 Contribute to Trust Board consultations.
- 8.3.14 Ensure effective policies are in place for matters not covered by central Trust policies.
- 8.3.15 Ensure the implementation of Trust policies and review the effectiveness and impact of them in accordance with the annual agenda plan.
- 8.3.16 Arrange for the preparation of termly reports, in line with approved templates, for presentation to the Trust Board.
- 8.3.17 Monitor the performance of the academy in accordance with the annual agenda plan and report to the Trust Board on a termly basis highlighting any areas of concern under the six headings of:
 - Vision and strategy
 - Educational performance
 - Financial performance
 - Safeguarding
 - Compliance
 - Governance

9 LOCAL GOVERNING BOARD PROTOCOLS

- 9.1 LGBs who can demonstrate appropriate levels of control may have in place a sub-committee structure if deemed appropriate. The terms of reference of each LGB sub-committee must be based on the Trust's model and approved by the LGB each year. The membership of each sub-committee will be agreed on an annual basis at the first meeting of the Local Governing Board in the autumn term.
- 9.2 Structure and Administration:
 - 9.2.1 Chair, Vice Chair and Chair of Committees will be elected on an annual basis in the autumn term. No governor employed at the Academy will act as Chair to the LGB or a sub-committee. In the absence of the Chair and Vice Chair the committee will elect a temporary replacement from among the Governors present at the committee meeting.
 - 9.2.2 The clerk for all LGB meetings will be employed by the Trust Board. No meetings of the LGB should take place without the clerk present, unless in exceptional circumstances in which a member of the LGB (other than the chair or staff governor) will take notes or record the meeting.
 - 9.2.3 The LGB will meet as often as is necessary to fulfil its responsibilities and at least once each term. Each sub-committee/panel shall meet as often as necessary to fulfil its responsibilities (The Pay Review panel will meet at least once in each academic year).
 - 9.2.4 The clerk to the committee/panel will circulate the agenda for each meeting and papers normally at least a week before the committee meeting.
 - 9.2.5 Attendance at each meeting, pecuniary interests, issues discussed and recommendations for decisions will be recorded.
 - 9.2.6 The minutes of meetings will be forwarded by the clerk of the Governing Board in sufficient time for its inclusion on the agenda and papers of the next meeting of the full Governing Board in order to ratify decisions and recommendations.
 - 9.2.7 The chair of the meeting will be responsible for giving an oral summary of the meeting's deliberations if necessary at meetings of the full Governing Board.
 - 9.2.8 Each sub-committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of the Academy or Trust staff who are not Governors.
 - 9.2.9 Governors may vote at meetings. Where necessary, the elected chair may have a second or casting vote.
 - 9.2.10 Declarations of direct or indirect interest in specific agenda items must be made. Guidance will be given on when withdrawal from the meeting and non-participation in discussion will be required.
 - 9.2.11 In the event of a need to make genuinely urgent decision the Chair of Governors, where appropriate in consultation with the CEO, Principal and/or Chair of sub-committee (as appropriate), will take appropriate action on behalf of the LGB. The

decisions taken and the reasons for urgency will be explained fully and minuted at the next meeting of the Local Governing Board.

9.3 The agenda planners for LGBs are listed in **APPENDIX 2**.





Cheshire Academies Trust
Collaboration and Creativity

A decorative background of various sized and colored gears (grey, purple, orange, pink, green) scattered across the page, partially overlapping the main title.

Delegated Authority Framework

Reviewed by Trust Board:
Agreed by Board of Trustees:
Review Due:

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	DoO	LGB	Principal
Strategy						
Trust Strategic Development						
Approval of Trust Strategy		R	A	C	C	C
Delivery of Trust Strategy and Strategic Development Plan		R	A			
Financial strategy including the management of Trust reserves and assets		R	A	A	C	C
Provision of financial advice for strategy development			R	A		
Monitoring of progress against strategic targets		R	A			
Admission of academies to MAT		RA	C	C	I	I
Provision of advice in relation to due diligence for the admission of academies to MAT		R	A	A		
Creation and admission of new free schools to MAT		R	A	A	I	I
Provision of financial and risk advice in relation to the creation and admission of new free schools to the MAT		R	A	A		
Financial						
Entering into DfE / ESFA funding arrangements		RA	C	C	C	C
Entering into leases or other legal arrangements (as per Financial Handbook)		RA	C	C	C	
Academy Strategic Development						
Implementation of Academy Development Plan		I	C	C	R	A
Reviewing progress against Academy Development Plan and reporting to Trust on progress.		R	A	C	C	C
Reviewing progress against Academy Development Plan and reporting to LGB on progress.			I	I	R	A
Highlighting risk to Trust Board by exception		I	RA	I	RA	I
Review of overall effectiveness of SDP		I	C	C	R	A
Risk Management Systems						
Strategic oversight of risk <ul style="list-style-type: none"> Strategic Financial Operational Reputational 		R	A	A		
Delivery of risk management: <ul style="list-style-type: none"> Strategic Financial Operational Reputational 		I	C	C	R	A
Completion of Quality Assurance document on a termly basis highlighting potential risk.		I	C	C	R	A

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	DoO	LGB	Principal
GOVERNANCE						
The Business of Governance						
Appointment of Trustees	R	A	I	I	I	I
Removal of Trustees	R	A	I	I	I	I
Approval of Terms of Reference for Trust committees		R	A	C	I	I
Approval of terms of reference for formation of Trust subcommittees and for LGBs		R	A	C	I	I
Approval of terms of reference for LGBs		I	C	C	R	A
Recruitment procedures for co-opted governors for Academy Local Governing Boards where outcomes are good or better		I	C	C	R	A
Recruitment procedures for co-opted governors for Academy Local Governing Boards where outcomes are worse than good		R	A	C	C	C
Appoint Chair of Academy Local Governing Bodies		R	C	C	A	C
Remove & replace Chair of Academy Local Governing Bodies in schools providing cause for concern		RA	C	C	A	C
Removal of Local Academy LGB		RA	C	C	C	C
Approval / amendment of scheme of delegation		R	A	C	C	C
Entering into, or withdrawing from, a formal partnership		R	C	C	A	C

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	DoO	LGB	Principal
COMPLIANCE						
Policies						
Approval of MAT policies		R	A	C	C	C
Approval of local policies		I	C	C	R	A
Monitoring the effectiveness and impact of policies in accordance with the annual agenda plan and reporting termly to the Trust Board.		R	C	C	A	C
Miscellaneous						
Term dates and INSET dates (may differ between academies)		R	A	C	C	C
Length / organisation of academy day		R	A	C	C	C
Fixed term exclusions			C		R	A
Permanent exclusions			C		R	A
Exclusions appeals			C		R	A
Admissions policies and criteria		R	A	C	C	C
Ensuring staff and pupil records are maintained appropriately (school register etc.) and reports (such as Census) are made accurately and in a timely manner.		I	I	I	R	A
Ensuring the academy website is maintained with accurate and up-to-date information and is fully compliant with statutory requirements.		I	I		R	A
Ensuring the Trust website is maintained with accurate and up-to-date information and is fully compliant with statutory requirements.		R	A	C		
GDPR						
Approval of data protection and associated policies		R	C	A	C	C
Ensuring that Trust data protection practices reflect the Trust data protection policy		R	C	A	C	C
Responsibility for ensuring Academy local practice reflects Trust policies			C	C	R	A
Monitoring data protection systems and practice at local academy level to ensure they fulfil the requirements of the Trust Policy – reporting any concerns to the Trust Board.			C	C	R	A

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	Members	CAT			Academy	
		Trust Board	CEO	DoO	LGB	Principal
EDUCATIONAL PERFORMANCE						
Educational Performance & Attendance						
Setting Academy targets based upon previous performance, ASP, IDSR and FFT		I	C		R	A
Setting targets where outcomes are below good		R	A		I	C
Monitoring of progress against targets and ensuring that outcomes are in line with Local & National standards and monitoring specific groups (PPG, SEND, Gender).		I	I		R	A
Analysing Trust educational performance and identifying areas of underachievement.		R	A		C	C
Quality of Teaching And Learning						
Monitoring the quality of teaching and learning throughout the academy where results are good or better and reporting to the LGB.		I	I		R	A
Monitoring the quality of teaching and learning throughout the academy where results are worse than good and reporting to the LGB / Trust Board.		R	A		C	C
Curriculum						
Curriculum planning, implementation and review		I	C		R	A
Monitoring the impact of curriculum on standards		I	C		R	A
Ensuring the delivery of a broad and balanced curriculum		I	C		R	A
Ensuring the effectiveness of PPG		I	C		R	A
Ensuring the effectiveness of sports premium		I	C		R	A
Assessment						
Provide termly reliable and validated assessments		I	C		R	A
Provide overview of Trust educational performance		R	A		C	C

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	DoO	LGB	Principal
FINANCIAL PERFORMANCE						
Financial Controls						
Approval of systems of financial control		R	C	A	C	C
Assurance over adequacy of systems of internal financial control		R	C	A	C	C
Appointment of external Auditors	R	I	I	A		
Approval of CAT financial handbook / regulations		R	C	A	I	I
Budget & Management Reporting						
Draft annual academy budget			C	A	C	C
Review academy budget and recommend to Trust Board			C	A	R	C
Draft and recommend annual Centralised Trust Budget		I	C	A		
Approve annual Centralised Trust budget		R	C	C		
Approve Annual Universal Percentage Top Slice charge		R	C	A	C	C
Receipt and review of monthly management accounts		R	I	A		
Termly review of financial position (Academy) and report to Trust Board of risk by exception.		I	C	A	R	C
Purchasing And Procurement						
Placing orders for goods and services, entering into contracts		In line with CAT financial handbook				
Waiver of CAT financial regulations in respect of purchasing		In line with CAT financial handbook				
Ensuring compliance with tendering processes		In line with CAT financial handbook				
Banking Authority and Cash Management						
Approval to borrow money		In line with CAT financial handbook				
Cash flow Management, Treasury & Investment		In line with CAT financial handbook				
Open a bank account and approve signatories		In line with CAT financial handbook				
Insurance						
Ensure all necessary insurances not covered by CAT (e.g. staff absence) are entered into by the academy		I	I	I	R	A
Ensure all academies are entered into the RPA		R	C	A	I	I

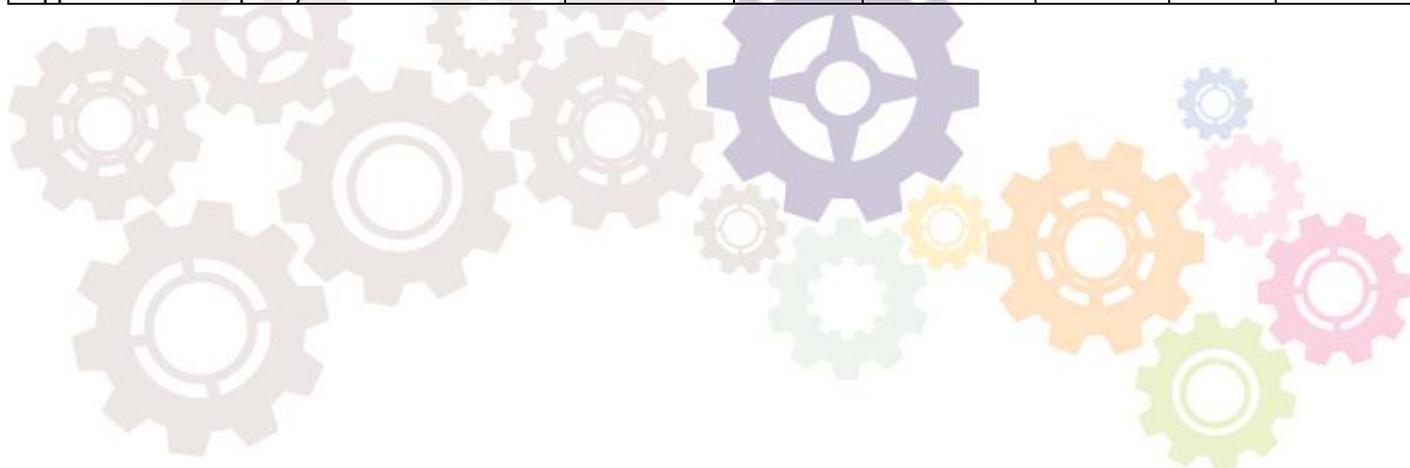
Statutory Reporting						
Responsible for the drafting of the annual accounts and Trustee's end of year report in conjunction with the Trust's auditors		R	C	A	I	I
Responsible for the approval of the annual accounts	R	I	I	I	I	I
Responsible for the drafting and timely submission of accounting returns and termly reporting to the Board		R	C	A	I	I
Responsible for ensuring accounting returns are completed and submitted within specified deadlines		R	C	A	I	I
PAYE Returns		R	C	A	I	I
VAT Returns		R	C	A	I	I



R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	DoO	LGB	Principal
FINANCIAL PERFORMANCE - HUMAN RESOURCES						
Staff Planning						
Staff Structure (Trust) Approval of annual staffing budgets		R	C	C		
Staff Structure (Academy) Approval of annual staffing budgets			C	C	R	A
Job Description sign off Grade of posts (CEO)		RA				
Job Description sign off Grade of posts (DoO)		R	A			
Job Description sign off Grade of posts (Central services staff)		R	A	C		
Job Description sign off Grade of posts (academy teaching & support staff)			C	C	R	A
Evaluation of job grades		R	C	A	C	C
Approval / variation of basic employment terms and conditions		R	C	A	C	C
Recruitment						
Recruitment & appointment of CEO		RA				
Recruitment & Appointment of DoO		R	A			
Recruitment & Appointment of central Trust staff		R	A	C		
Recruitment & Appointment of Principals		R	A		C	
Recruitment & Appointment of Vice Principals		R	A		C	
Recruitment & Appointment of all other staff		I	C	C	R	A
Recruitment processes		R	C	A	C	C
Signing of employment contracts		R		A		
Pay Policy						
Annual approval of pay policy, including pay awards, pay point values, etc.		R	C	A	C	C
Determination of pay ranges		R	C	A	C	C
Annual Pay Progression CEO		RA				
Annual Pay Progression DoO		R	A			
Annual Pay Progression Principals		R	A			
Annual Pay Progression Other Trust Staff					R	A
Annual Pay Progression Other Academy Staff					R	A
Pension Policy & Discretions		R		A		
Handling of all pension matters (teachers and support staff)		R		A		
Approval of use of discretions		R		A		

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	DoO	LGB	Principal
SAFEGUARDING						
Safeguarding Policy						
Approval of Trust safeguarding statement		R	A	C	I	C
Responsibility for ensuring the Trust safeguarding statement is reflected in local policies and practice		R	A	C	I	C
Approval of individual academy safeguarding policy		I	C	I	R	A
Safeguarding Practice						
Ensuring Academy practices reflect local academy safeguarding policy		I	C	I	R	A
Maintaining effective systems for the identification and reporting of safeguarding concerns		I	C	I	R	A
Ensuring all staff & governors receive appropriate training in relation to safeguarding, including safer recruitment.		I	C	I	R	A
Ensuring safer recruitment formalities are completed in accordance with CAT policy and the single central record is maintained appropriately		I	C	I	R	A
Maintenance of register of interests and DBS checks at Central Trust		R	A	C	I	I
Maintenance of register of interests and DBS checks at Academy		I	C	C	R	A
Ensuring that safeguarding is covered within the curriculum in an age-appropriate format including e-safety and road safety		I	C	I	R	A
Safeguarding Governance						
Reporting an overview of safeguarding, behaviour and attendance at academy level on a termly basis		I	C	I	R	A
Reviewing safeguarding matters and holding senior leaders to account for safeguarding in accordance with the annual agenda plan and reporting termly to the Trust Board.		R	A	C	C	C
Approving appropriate actions in academies where concerns are raised in relation to the safeguarding practices in any particular academy.		R	A	C	C	C
Implementing appropriate actions in academies where concerns are raised in relation to the safeguarding practices in any particular academy.		I	C	I	R	A
Health And Safety						
Approval of health and safety policy		R	C	A	C	C
Ensuring the adequacy of health and safety practice throughout CAT		R	C	A	C	C
Health and Safety Accident reporting – termly reporting		I	I	I	R	A
Health and Safety RIDDOR reporting		I	I	I	R	A
Reviewing systems in place to ensure compliance with health and safety policy and minimising risk. Reporting of medium – high levels of risk to Trust Board		R	A	A	C	C

Responsibility for ensuring health and safety throughout the Trust		R	A	A	C	C
Responsibility for ensuring that staff receive appropriate health and safety training		I	I	C	R	A
Responsibility for ensuring statutory compliance checks are undertaken (asbestos, legionella, PE equipment etc.)		I	I	C	R	A
Responsibility for ensuring risk assessments are completed (using external contractors where appropriate) and recommended actions are completed.		I	I	C	R	A
Ensuring that the level of risk for school visits is acceptable and obtaining approval from the LGB for any residential visits.		I	I	C	R	A
Approval of residential risks		I	I	C	R	A
Critical Incident Management						
Implementation of Critical incident management planning at academy level		I	C	C	R	A
Ensuring suitable critical incident plans are in place, monitoring compliance and reviewing the effectiveness of the policy at academy level		I	C	C	R	A
Developing Critical Incident Management Policy		I	C	C	R	A
Checking adequate measures are in place to manage CIMP		I	C	C	R	A
Approval of CIMP policy		R	C	A	C	C



APPENDIX ONE- PLANNING TIMETABLE CAT TRUST BOARD

STANDING ITEMS	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1	Summer 2
<ul style="list-style-type: none"> • Apologies • Conflicts of interest • Minutes • Matters Arising • Chair's actions • CEO's actions • Trustee training reports • Trustee Records of Visits • CEO Records of Visits • Clerk's Update • LGB/Trust communication to include information for CAT Update 	<ul style="list-style-type: none"> • Election of Chair and Vice-Chair • Annual pecuniary interest declarations; adopt code of conduct • Membership; terms of office, vacancies, Trustees with special responsibilities • Annual review of committee terms of reference. • Approve annual planner. • Formally appoint Clerk to the Board. • Trustees review of Board Performance for previous academic year. • Trustees to receive termly Quality Assurance documents from LGBs. (Previous summer term) • 	<ul style="list-style-type: none"> • Trustees to receive minutes from the meeting with the Chair of the Trust Board and Chairs of LGBs. 	<ul style="list-style-type: none"> • Chair of Trustees to report on the outcome following the one-to-ones with Trustees of Chairs of LGBs. • Trustees to receive termly Quality Assurance documents from LGBs (Autumn term) 	<ul style="list-style-type: none"> • Trustees to receive minutes from the meeting with the Chair of the Trust Board and Chairs of LGBs. 	<ul style="list-style-type: none"> • Trustees to receive termly Quality Assurance documents from LGBs (Spring term) 	<ul style="list-style-type: none"> • Trustees to receive minutes from the meeting with the Chair of the Trust Board and Chairs of LGBs. • Trustees to review Board and LGB performance. • Trustees to receive annual impact statements from LGBs.

VISION AND STRATEGY	<ul style="list-style-type: none"> • Performance against previous year's KPIs • Set Trust KPIs for current academic year • Trust Growth (Part Two) 	<ul style="list-style-type: none"> • Trust Growth (Part Two) 	<ul style="list-style-type: none"> • Trust Growth (Part Two) 	<ul style="list-style-type: none"> • Trust Growth (Part Two) • To receive an update of Trust progress against agreed plan. 	<ul style="list-style-type: none"> • Trust Growth (Part Two) 	<ul style="list-style-type: none"> • Trust Growth (Part Two) • To consider future vision and strategic plan.
EDUCATIONAL PERFORMANCE	<ul style="list-style-type: none"> • CLTA Update • To agree arrangements for Principal and CEO Performance Management. 	<ul style="list-style-type: none"> • CLTA Update • Trustees to receive minutes from the Standards Committee • To consider targets for the current academic year. 	<ul style="list-style-type: none"> • CLTA Update • To consider MAT performance tables. 	<ul style="list-style-type: none"> • CLTA Update • Trustees to receive minutes from the Standards Committee 	<ul style="list-style-type: none"> • CLTA Update 	<ul style="list-style-type: none"> • CLTA Update • Trustees to receive minutes from the Standards Committee
FINANCIAL PERFORMANCE	<ul style="list-style-type: none"> • To consider Management Accounts (by exception only) • Trustees to receive notification of any changes to the Academies Financial Handbook • To appoint GDPR Trustee 	<ul style="list-style-type: none"> • Trustees to receive and approve audited accounts. • Trustees to receive minutes from the Resources Committee. • Trustees to receive a report from the Chair of the Resources Committee (to include internal audit update). • To consider Management Accounts (by exception only) • Outcomes of Principals' Performance Management (Part Two). 	<ul style="list-style-type: none"> • To consider Management Accounts (by exception only) 	<ul style="list-style-type: none"> • Trustees to receive minutes from the Resources Committee. • Trustees to receive a report from the Chair of the Resources Committee (to include internal audit update). • To consider Management Accounts (by exception only) 	<ul style="list-style-type: none"> • To consider Management Accounts (by exception only) 	<ul style="list-style-type: none"> • Approve charge to LGBs for centralised services for following year. • Approve centralised services budget for the next academic year. • Trustees to receive minutes from the Resources Committee. • Trustees to receive a report from the Chair of the Resources Committee (to include internal audit update). • Approve consolidated Trust budget for following year.

						<ul style="list-style-type: none"> To consider Management Accounts (by exception only)
SAFEGUARDING	<ul style="list-style-type: none"> To commission annual safeguarding audit. Appoint a Safeguarding Trustee 	<ul style="list-style-type: none"> Safeguarding update to include details on the SCR and recruitment procedures. 	<ul style="list-style-type: none"> To receive annual safeguarding audit 	<ul style="list-style-type: none"> Safeguarding Update 	<ul style="list-style-type: none"> To review actions from safeguarding audit. 	<ul style="list-style-type: none"> Safeguarding Update
RISK		<ul style="list-style-type: none"> Consider risks at Trust level. 	<ul style="list-style-type: none"> Trustees to receive and consider the Trust Risk Register. 	<ul style="list-style-type: none"> GDPR update (to include a report on any breach of the Regulations and actions taken) 		<ul style="list-style-type: none"> To approve consolidated Risk Register.
POLICIES		<ul style="list-style-type: none"> To approve CAT Scheme to Delegation (Trust and Academy) (annually) 		<ul style="list-style-type: none"> To approve CAT Newly Qualified Teacher Policy (every three years) 	<p>To approve the following statutory policies:</p> <ul style="list-style-type: none"> CAT Statement of Behaviour Principles (annually) CAT Sex Education Policy (annually) CAT Special Educational Needs and Disability (SEND Policy) (annually) CAT Safeguarding Policy (annually) CAT Supporting Pupils with 	<ul style="list-style-type: none"> To consider any required changes to the Scheme of Delegation. To approve the following CAT Human Resources Policies: <ul style="list-style-type: none"> CAT Appraisal Policy (annually) CAT Managing Allegations Against Adults Statement (every three years)

					<p>Medical Conditions and First Aid Policy (annually)</p> <ul style="list-style-type: none"> - CAT Health and Safety Policy (annually) - CAT Admissions Policy (annual) - CAT Data Protection Policy (including the use of biometric information) (every two years) - CAT Data Protection Policy Annex A Retention Schedule (every two years) - Whistleblowing Policy (annually) - CAT Children With Health Needs who Cannot Attend School Policy (annually) 	
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PLANNING TIMETABLE RESOURCES COMMITTEE

Usual Business	Matters that may be included
<ul style="list-style-type: none"> • Apologies and quorum • Declarations of other business • Business Interests of Trustees in relation to agenda items • Minutes of previous meeting • Matters arising • Review LGB Quality Assurance statement in terms of financial performance 	<ul style="list-style-type: none"> • Policies • Risk • Matters by exception • Matters arising from audit
Autumn 1 (end of September)	Autumn 2 (End of November)
<p>USUAL BUSINESS (as above)</p> <ul style="list-style-type: none"> • Consider Teacher pay rise in view of STRB recommendations and recommend Trust pay increase to Trust Board. • Review the financial outturn for Trust and CLTA • Consider implications of changes to Academies Financial Handbook. • Consider and recommend updates to CAT financial handbook. • Policy approval / recommendation (HR policies inc. Pay policy). 	<p>USUAL BUSINESS</p> <ul style="list-style-type: none"> • Consider whole Trust final outturn • Consider amendments to whole Trust budget (current year) • Receive report from Chair of Finance, HR and Audit Committee • Approve audited accounts • Consider audit process and contents of the audit management letter. • Review Trustee End of Year Report for recommendation to Trust Board. • Review internal benchmarking • Consider Academy KPIs for coming year.
Spring (beginning of March)	Summer (end of June)
<p>USUAL BUSINESS (as above)</p> <ul style="list-style-type: none"> • Internal audit? • Support staff pay rise in light of NJC agreements • Whole Trust mid-year financial review • Annual review of Reserves 	<p>USUAL BUSINESS (as above)</p> <ul style="list-style-type: none"> • Annual risk review – whole Trust • End of year financial projections • Approve / recommend whole Trust budget for next financial year • Review progress on audit management letter. • Review of asset register. • Trust / academy financial targets.

PLANNING TIMETABLE CURRICULUM AND STANDARDS COMMITTEE

Usual Business

- Apologies and quorum
- Declarations of other business
- Business Interests of Trustees in relation to agenda items
- Minutes of previous meeting
- Matters arising

Autumn

USUAL BUSINESS (as above)

- To receive and consider termly SOAP
- To recommend / approve policies
- To consider the Quality Assurance reports from local governing boards to include:
 - Educational Performance
 - LGB Annual impact statement
 - Results of parent surveys

Spring

USUAL BUSINESS (as above)

- To receive and consider termly SOAP
- To recommend / approve policies
- To consider the Quality Assurance reports from local governing boards to include:
 - Educational Performance
 - Attendance / Pupil numbers / safeguarding referrals
 - Attendance - staff
 - Confirmation that medical records updated
 - Confirmation of safer recruitment checks and SCR
 - Before and after school provision
 - Confirmation that websites are complete and up to date

Summer

USUAL BUSINESS (as above)

- To receive and consider termly SOAP
- To recommend / approve policies
- To consider the Quality Assurance reports from local governing boards to include:
 - Educational Performance
 - Attendance / Pupil numbers / safeguarding referrals
 - Safeguarding – staff training, curriculum (e-safety and road safety), school security, educational visits
 - Effectiveness and implementation of policies:
 - SRE
 - Equality
 - SEND
 - Anti-bullying

- Exclusions
- Consider any changes to the Risk Register

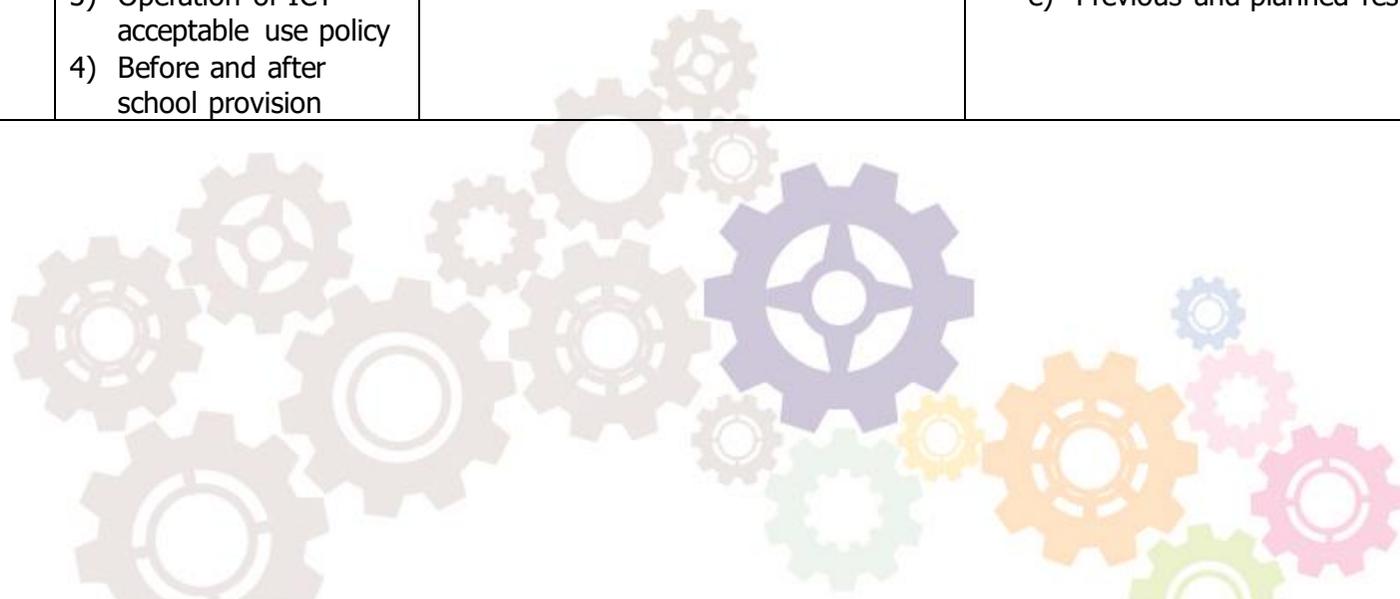
APPENDIX TWO- Agenda structure for flat LGB

Every Meeting	September	October	November
Business: 1) Apologies 2) Conflicts of interest 3) Minutes 4) Matters arising 5) Principal's actions 6) Chair's actions 7) Governor training reports 8) CAT update	Business: 1) Elect Chair and Vice Chair 2) Elect Clerk 3) Annual pecuniary interest declarations 4) Membership a) terms of office b) vacancies c) link governor roles d) pay & appeals panel e) terms of reference f) skills audit 5) Annual planner 6) Code of conduct	Business:	Business:
Vision and Strategy:	Vision and Strategy:	Vision and Strategy: 1) Progress against SDP/Strategy	Vision and Strategy: 1) Vision 2) 3-year strategy
Educational performance: 1) External record of visits 2) Governor visit reports	Educational performance: 1) Attendance – children 2) Pupil attainment and progress	Educational performance: 1) Pupil premium strategy 2) Sports premium inc swimming 3) Monitoring of teaching and learning	Educational performance: 1) Review priorities and targets in light of ASP, DfE performance tables and FFT data dashboard 2) Link governor updates
Financial performance:	Financial performance: 1) Admissions	Financial performance: 1) Agree benchmarking priorities	Financial performance: 1) Budget and out-turn

	2) Staffing 3) Attendance - staff	2) Approve and sign off staff pay statements (Pay Panel only) 3) (HT PM panel) HT PM	2) Approve expenditure 3) PM report (p2) 4) Premises a) internal report b) development plan c) asset register
Compliance: 1) School bulletin 2) NGA newsletter	Compliance:	Compliance:	Compliance: 1) Safeguarding a) SCR b) Medication records

Every Meeting	January	February	March
Business: 1) Apologies 2) Conflicts of interest 3) Minutes 4) Matters arising 5) Principal's actions 6) Chair's actions 7) Governor training reports 8) CAT update	Business:	Business: 1) School session times 2) Term dates	Business:
Vision and Strategy:	Vision and Strategy: 1) Approval of SDP/Strategy and SEF	Vision and Strategy:	Vision and Strategy:
Educational performance: 1) External record of visits 2) Governor visit reports	Educational performance: 1) Pupil attainment and progress	Educational performance: 1) SEN a) Update from SENCo b) Local Offer 2) Monitoring of teaching and learning	Educational performance: 1) Link governor updates 2) Looked after children 3) Curriculum focus area
Financial performance:	Financial performance:	Financial performance: 1) Budget and out-turn 2) Approve expenditure 3) Contract list inc review dates 4) Income generation	Financial performance: 1) Staff training 2) Premises a) External report b) Development plan

		5) Internal review of financial management 6) Annual audited financial statements	
Compliance: 1) School bulletin 2) NGA newsletter	Compliance: 1) Operation of equality policy inc equality objectives 2) Operation of SRE policy 3) Operation of ICT acceptable use policy 4) Before and after school provision	Compliance: 1) Health and Safety a) Audit report b) Operation of policy 2) Catering/school meals/nutritional	Compliance: 1) Safeguarding a) SCR b) Online safety c) Road safety d) School security e) Previous and planned residential visits



Every Meeting	May	June	July
Business: 1) Apologies 2) Conflicts of interest 3) Minutes 4) Matters arising 5) Principal's actions 6) Chair's actions 7) Governor training reports 8) CAT update	Business:	Business: 1) LGB dates for next year 2) Governor expenses 3) Governor attendance 4) Governing board review a) Delegation b) Strategy for monitoring c) Impact on pupils d) Training	Business: 1) Request nominations for Chair and Vice Chair 2) Discuss appointment of Clerk 3) Appoint HT PM panel 4) Appoint HT PM advisor

Vision and Strategy:	Vision and Strategy: 1) Progress against SDP/Strategy	Vision and Strategy:	Vision and Strategy:
Educational performance: 1) External record of visits 2) Governor visit reports	Educational performance: 1) Admissions 2) Pupil attainment and progress	Educational performance: 1) Monitoring of teaching and learning	Educational performance: 1) Link governor updates
Financial performance:	Financial performance: 1) Staffing structure 2) Budget and out-turn 3) Three Year Forecast budget 4) Approve expenditure 5) Risk Register 6) Capital funding plan 7) Responsible Officers Report 8) Benchmarking 9) Review and discuss HT report on mid-year appraisal review (pay panel only) 10) (HT PM panel) Mid-year HT PM	Financial performance:	Financial performance: 1) Staff wellbeing
Compliance: 1) School bulletin 2) NGA newsletter	Compliance: 1) Commission staff/pupil/parent surveys 2) School website a) Compliance b) Effectiveness	Compliance: 1) Review operation of anti-bullying policy 2) Review operation of exclusions policy	Compliance: 1) Safeguarding a) Review operation of policy inc any breaches in code of conduct b) SCR 2) Review results of staff/pupil/parent surveys

APPENDIX THREE- Appraisal & Pay Review Panel- Trust Staff

Purpose and Terms of Reference

The Appraisal and Pay Review Panel has the delegated authority of the Board of Trustees.

The Panel:

- Exercises the delegated authority of the Board of Trustees to determine the pay and conditions of the CEO, Director of Operations and other Central Trust staff.
- Exercises the Board of Trustees' delegated authority in respect of the Trustees' expectation, conduct, attendance and integrity of the CEO, Director of Operations and Central Trust staff will be of a very high standard.
- Refers major issues to the Board of Trustees for information.

Membership

- 3 Trustees and CEO (for all staff other than CEO)
- Support to be provided an external advisor with relevant skills

The Panel undertakes to:

1. Achieve the aims of the Trust Pay Policy in a fair and equal manner.
2. Apply the criteria set by the Trust Pay Policy in determining the pay of the CEO and Director of Operations as well as Trust staff.
3. Observe all statutory and contractual regulations.
4. Make clear and accurate records of the reasoning behind decisions made about staff pay.
5. Ensure that, where relevant, pay progression is based upon evidence that staff meet the relevant standards and objectives set.
6. Receive and consider recommendations from the CEO for the salaries of the Director of Operations and Central Trust team.
7. Keep abreast of any relevant developments which may require the Pay Policy to be revised.
8. Work with the CEO and Director of Operations so that all regulations relating to staff appraisal are complied with.

APPENDIX FOUR- Principal Appraisal-LGB Principal Pay Panels

Purpose and Terms of Reference

The Appraisal and Pay Panel of the LGB has the delegated authority of the Board of Trustees.

The Panel:

- Exercises the delegated authority of the Board of Trustees to determine the pay of the Principal within agreed range as set out in the Trust's pay policy.
- Exercises the Board of Trustees' delegated authority in respect of the Trustees' expectation, conduct, attendance and integrity of the Principal.
- Refers major issues to the Board of Trustees for information.

Membership

- Chair of Governors of LGB, One Trustee, CEO.
- Support to be provided an external advisor with relevant skills

The Panel undertakes to:

1. Achieve the aims of the Trust Pay Policy in a fair and equal manner.
2. Apply the criteria set by the Trust Pay Policy in determining the pay of the Principal.
3. Observe all statutory and contractual regulations.
4. Make clear and accurate records of the reasoning behind decisions made about Principal pay.
5. Ensure that, where relevant, pay progression is based upon evidence that staff meet the relevant standards including those for attainment and progress of students.
6. Keep abreast of any relevant developments which may require the Pay Policy to be revised.
7. Work with the CEO and Director of Operations so that all regulations relating to staff appraisal are complied with.
8. Ensure that relevant training and wellbeing are discussed with Principal.

APPENDIX FIVE- STANDARDS MONITORING COMMITTEE

Purpose and Terms of Reference

The Standards Monitoring Committee will assist the Trust Board in holding executive leaders to account for the educational performance of the organisation and its pupils; ensuring that high educational performance standards across the Trust are maintained and ensuring appropriate compliance with statutory and contractual requirements.

Membership

- Committee Chairperson (elected annually)
- 4 trustees (including Chair)
- CEO

Quorum

A minimum of 3 Trustees will be present for the meeting to be deemed a quorate.

Duties

- Ensure that the highest possible standards are set and maintained across the Trust.
- Monitor the overview of educational performance as reported by Principals and LGBs.
- Ensure that effective systems are in place to monitor and evaluate compliance, safeguarding and risk across the Trust.
- Consider in depth any areas of concern, and, in association with the CEO, develop an appropriate response for recommendation to the Trust Board.
- Report to Trust Board on educational performance, safeguarding and compliance throughout the Trust.
- Ensure that effective processes are in place for collaboration and the sharing of good practice.
- Scrutinise and approve / recommend Trust policies in accordance with the Policy Approval Matrix.
- Review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

APPENDIX SIX - RESOURCES COMMITTEE

Purpose and Terms of Reference

The Resources committee will:

Assist the Trust Board in ensuring that assets are dealt with in accordance with the Academies Financial Handbook and the Academy Funding Agreement and are used to ensure the best outcomes of pupils.

Membership

- Committee Chairperson (elected annually)
- 4 trustees (including Chair)
- CEO

Quorum

A minimum of 3 Trustees will be present for the meeting to be deemed a quorate.

Duties

The duties of the Committee shall be to:

Purpose and Terms of Reference

The Resources committee will:

Assist the Trust Board in ensuring that assets are dealt with in accordance with the Academies Financial Handbook and the Academy Funding Agreement and are used to ensure the best outcomes of pupils.

Membership

- Committee Chairperson (elected annually)
- 4 trustees (including Chair)
- CEO

Quorum

A minimum of 3 Trustees will be present for the meeting to be deemed a quorate.

Duties

The duties of the Committee shall be to:

1. Develop a financial strategy for the Academy Trust and consider policies, procedures or plans required to realise such strategy.
2. Consider the Academy Trust's indicative funding, once notified by the ESFA, and to assess its implications for the Academy Trust, in consultation with the

- CEO and the Director of Operations, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees.
3. Approve the budgets of individual academies once recommended by the individual LGBs.
 4. Approve the budgets for the central Trust and CLTA.
 5. Consider and recommend acceptance/non-acceptance of the consolidated Trust budget to the Trustees.
 6. Monitor any variances from the budget and ensure the ESFA is notified as required.
 7. Monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy Trust, drawing any matters of concern to the attention of the Trust Board.
 8. Monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
 9. Oversee preparation of the annual financial statements for review and approval by the Trust Board.
 10. Ensure appropriate systems are in place for internal audit and to consider the outcomes of any such audits.
 11. To engage with the Trust's auditors to direct the focus for internal testing.
 12. Examine and review new initiatives for financial development.
 13. Approve and keep under review the Academy Trust's reserves policy,
 14. Promptly notify the Trust Board of all financial matters of which the Committee has knowledge and which may materially affect the current or future position of the Academy Trust.
 15. Advise generally on the provision of resources and services to the Academy Trust

STAFFING MATTERS

1. Consider, determine and keep under review any strategies and policies for human resources and organisational development.
2. Consider, determine and keep under review effective arrangements for consultation with staff as a whole.
3. Ensure effective measures are in place to promote equality and diversity in employment.
4. Consider the details of restructuring programs following any necessary approvals in principle by the Trust Board.
5. Develop strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of the Academy Trust's staff.
6. To consider the implications on the Trust of recommendations in the STPCD and advise the Trust Board accordingly.
7. To consider the implications to the Trust of national pay agreements for support staff, including the effect of Local Living Wage and advise the Trust Board accordingly.
8. To review annually the staffing of the Central Trust.
9. Consider progression of Trust staff and senior leaders in schools on the school leadership pay spine annually.
10. Ensure Principals' Performance Management is carried out in an appropriate manner in all CAT schools.
11. Ensure CEO Performance Management is carried out by the Trust Pay Panel.
12. To review Terms of reference for the Resources committee and make recommendations to the Trust Board.
13. To keep the Trust HR policies and their practice under review and to make revisions where appropriate.

Review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.