CAT
Scheme of Delegation

The Scheme of Delegation within Cheshire Academies Trust serves as an integral framework that delineates the allocation of responsibilities and powers across the organisation. Its primary function is to establish clear lines of accountability, decision-making authority, and governance at various levels, including the Trust Board, Local Governing Bodies, and individual academies within the Trust. By codifying these elements, the Scheme of Delegation aims to enhance operational efficiency, ensure legal compliance, and foster a culture of transparency and collaboration. The document is meticulously designed to be comprehensive, yet flexible, allowing for adaptations as required by the evolving needs of the Trust and its constituent schools.

Scheme of Delegation
Local Governing Body Delegated Responsibilities

Ensuring clarity of vision, ethos and strategic direction

- Set the **vision, ethos** and direction of the academy with **other stakeholders**
- Approve & monitor the strategic areas & targets in the **School Development Plan**
- Approve, implement & review academy policies.inc **Safeguarding, Anti-bullying, Attendance**
- Implement & review Trust **policies inc Health & Safety, Equality, Behaviour**
- Review and monitor the school **website** for compliance
- Arrange for the preparation of **termly reports to the Trust** in line with templates.

Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff

- Approve & monitor **educational targets (progress & attainment)** inc SEND and disadvantaged pupils
- Monitor the **quality of teaching, learning and assessment**
- Monitor **curriculum planning, implementation and review**
- Monitor the effectiveness of **pupil premium** and **sports grant** spending
- Form **exclusion** panels
- Review **pay progression** (ex Headteacher). Recruit staff (ex Headteacher and Vice Headteacher)

Overseeing the financial performance of the organisation and making sure its money is well spent

- Recommend, review & challenge **budget**, inc 3-year plan, & **staffing structure**
- Identify current and **future financial risks** and accrue/plan accordingly
- Approve/reject/review **expenditure** in line with CAT financial handbook
- Review CAT **annual audited financial statements** & action recommendations
- Monitor **data protection** systems and practice
- Monitor **critical incident planning**
- Monitor the **building** inc maintenance & development

1   VISION

Care - *A higher standard - Our lens: our barometer*

We use extremely careful approaches to ask challenging questions about our provision; why is that there? Who is it for? Does that work? It is vital we seek to better understand our provision, by assuming less and enquiring more; investigating, understanding and explaining how provision links to learning, links to progress, links to outcomes, raises standards within our **unique** academies. We will seek the truth behind the outcome, match this with what we see within practice to identify and share excellence across the Trust. We will equally seek trails for those areas of provision, in each academy, that do not serve our children well, repairing systems and structures with with a laser like attention to detail alongside our leaders who share **the same values**. We have examples of excellence in all areas somewhere in the Trust; in order to secure **a great education** for all children it needs to cease to matter where, by who, or how, you are educated within our Trust. We care about excellence for all.

Our lens for disadvantaged and SEND allow us to see a truth about the effectiveness of our provision. It is through these that we will judge our impact, our capability, our capacity to make a difference, beyond that which may be attributed to advantage or need. It is for this reason that we choose disadvantage and SEND over other groups, because these are our litmus test; the indication that we are moving the dial. We will continue to accelerate these strategies to secure greater impact and improvement that better serve all learners. We will actively preference and privilege disadvantage and SEND, seeking greater equity and more effective, inclusive provision.

Ultimately the attainment, progress and attendance of disadvantaged and SEND children is the key measure for Cheshire Academies Trust and each academy; as an indicator of the effectiveness of provision for those who most need it.

Collaboration – *Deep Investment in what matters*

We know that what all children need, particularly now, is **Expert Teaching**; this is what really matters. The quality of the educational provision secured through outstanding professional development will raise standards across the Trust. We also know that all pupils thrive when teaching is effective; it is evident in our own and global research. We **invest deeply in our staff** and collaborate widely, so that teachers have the opportunities to learn from our best innovators and educators but also from outside our trust as well. We will have stronger preferences and opinions on the teaching and pedagogy that matters, particularly for those presently experiencing disadvantaged based on the latest educational research. Empowering, recognising and publishing those ideas that make a difference to all pupils so that we can all learn what works. We will speak the language of Expert Teaching (based on the 7C model) and create the **conditions for success** so colleagues can develop professionally.

Creativity- *Powering free thinking leadership*

Leadership is the enabler that will improve standards and create the conditions for expert teachers to thrive. The decisions we make as leaders determine the standards we drive and that which we accept. The quality of our senior teams through to middle and subject leadership determine and are responsible for the quality of provision across each academy. The maturity of CAT and the experience and expertise of our leaders should be having greater impact on the quality of provision and be securing a better education for our pupils. We will continue to build effective leadership at all levels supported through our system leadership programmes, our knowledge hubs as well as our research and development units. We are seeking to build leadership capacity thereby increasing unity and autonomy. Curriculum, pedagogy and assessment continue to be our focus, particular to ensure the intent, implementation and impact is secure; the connection between and development of these is what delivers excellence.

2   INTRODUCTION

2.1   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 Chief Finance and Operations Officer (CFOO) and Headteachers 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).

2.2   The Trustees may review the scheme of delegation at any time but shall review it at least annually.

2.3   This scheme of delegation may only be amended by the Board of Trustees.

2.4   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

Members

Trust Board

| Trust Board Committees | Local Governing Bodies - Flat Structure | Local Governing Body - with Sub Committees |

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 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 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, Headteachers 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 Trustees will hold LGBs accountable for carrying out their delegated duties and will have the authority to suspend or remove a local governor by consideration to the following reasons:

4.4.1 Repeated grounds for suspension

4.4.2 Serious misconduct (based on the facts of the case)

4.4.3 Repeated and serious misconduct

4.4.4 Behaviour that undermines British values

4.4.5 Behaviour that is detrimental to the effective operation of the Board or that interferes with the operation of the school.

4.5 The Trust Governance Professional 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.

4.6 The annual agenda for the Trust board revolves 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.**

4.7 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.

4.8 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, CFOO, Chairs of Local Governing Boards and Headteachers 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

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 Headteachers 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 CAT CFOO and Headteachers 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 Chief Finance and Operations Officer (CFOO):

The Trust's CFOO 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 Headteachers 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

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 Headteachers, 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, Headteachers, 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, Headteachers 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 Governance Professional**

The Trust Governance Professional 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, CFOO, LGBs and Headteachers within the Multi-Academy Trust based on trust and mutual respect for each other's roles

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

The Trust Board in collaboration with the LGB and CEO will appoint the Headteacher. The Headteacher 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, CFOO 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 Headteacher (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 Headteacher 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 Headteacher 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, CFOO 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

6.1 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.

6.2 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 Academy Headteachers, professional advisors and auditors to assist or advise when and where appropriate.

6.3 Currently there are four Committees:

6.3.1 **Standards Committee (Three times per year) APPENDIX 4**

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.

6.3.2 Resources Committee (Four times per year) APPENDIX 5

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.

6.3.3 CEO, Headteachers' Appraisal & Pay Review Committee – APPENDIX 3

The committee oversees the effective appraisal of the CEO, Headteachers, CFOO and Central Trust staff.

6.3.4 HR Committee (three trustees to be appointed as required)

6.3.4.1 To make any determination to dismiss any member of staff (unless delegated to the CEO/ Headteacher)

6.3.4.2 To make any decisions under the Trust's personnel procedures e.g. disciplinary, grievance, capability where the CEO, Central Team, Headteacher is the subject of the action

6.3.4.3 To make any decisions relating to any member of staff other than the Headteacher, under the Trust's personnel procedures (unless delegated to the Headteacher)

6.3.5 Appeals Committee (three trustees 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:

6.3.5.1 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.

6.3.5.2 To consider any appeal against selection for redundancy

6.3.5.3 To consider any appeal against a decision on pay grading or pay awards

6.3.5.4 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.

VOTING AT TRUST BOARD AND COMMITTEE MEETINGS

Every question to be decided at a meeting of the Trustees shall be determined by a majority of the votes of the Trustees present and voting on the question. Trustees shall be able to participate in meetings of the Trustees by telephone or by any suitable electronic means.

A resolution in writing, which includes a resolution in electronic form signed by all of the trustees entitled to vote at a meeting shall be valid and effective as if it had been passed at a meeting

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 Headteacher. 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 Body 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:

- Headteacher
- Up to 2 staff governors. Staff governors are nominated and voted on by staff members. Trustees recognise that there may be an occasion where LGBs may want to co-opt a staff member. A member of staff can be co-opted to the LGB without approval of the trustees as long as the maximum number of staff who are governors does not exceed 2 members of staff plus the Headteacher
- At least 2 and up to 4 parent governors. Parent governors are nominated and voted for by parents of the school. Trustees recognise that there may be an occasion where LGBs may want to co-opt a parent governor. LGBs can co-opt a maximum of one parent governor without prior approval of the Trust Board.
- Up to 8 co-opted governors – co-opted governors are governors who are appointed by the LGB on the basis of their skills and experience

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 Bodies can operate by forming a flat structure in which all governors attend all meetings. This is the Trust's preferred structure.

7.13   The LGB will play a crucial role in driving forward the school and offer appropriate challenge to the Headteacher. It will:

   7.13.1 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.

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

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

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

7.14 Voting at Meetings

7.14.1 Every question to be decided at a meeting of the local governing board shall be determined by a majority of the votes of the governors present and voting on the question. Governors shall be able to participate in meetings of the LGB by telephone or by any suitable electronic means.

7.14.2 A resolution in writing, which includes a resolution in electronic form signed by all of the governors entitled to vote at a meeting shall be valid and effective as if it had been passed at a meeting.

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 Headteacher. 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 Headteacher 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, Headteacher (along with LGB members) and Central Trust staff appraisal. It will remain the responsibility of the CEO to make the final decision regarding Headteacher 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 Headteacher, 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 £10,000 or over £2,000 where the academy does not intend to use the cheapest quote.

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

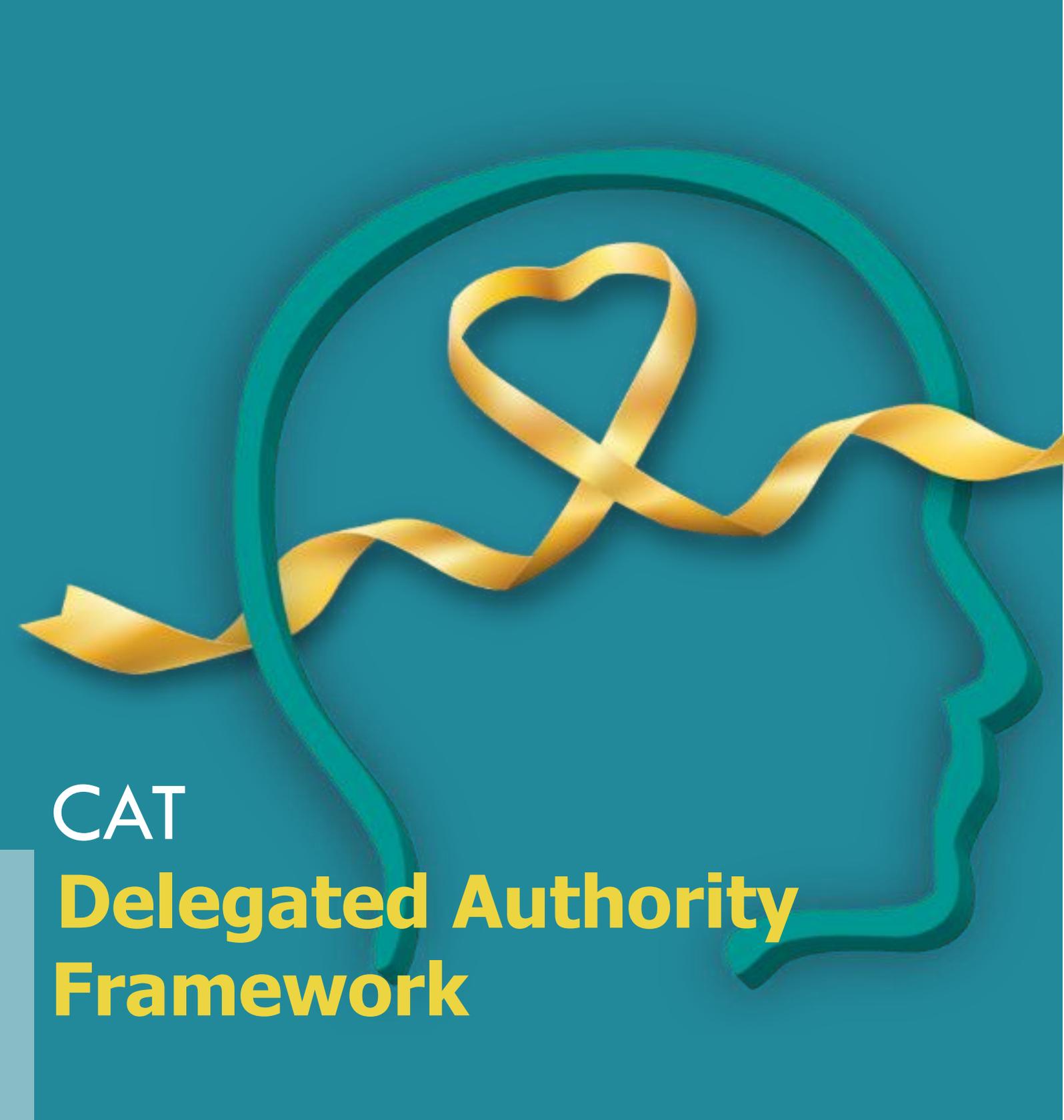# 9 LOCAL GOVERNING BOARD PROTOCOLS

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 Governance Professional for all LGB meetings will be employed by the Trust Board. No meetings of the LGB should take place without the Governance Professional 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 Governance Professional 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 Governance Professional 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, Headteacher 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**.

CAT
Delegated Authority Framework

The Scheme of Delegation within Cheshire Academies Trust serves as an integral framework that delineates the allocation of responsibilities and powers across the organisation. Its primary function is to establish clear lines of accountability, decision-making authority, and governance at various levels, including the Trust Board, Local Governing Bodies, and individual academies within the Trust. By codifying these elements, the Scheme of Delegation aims to enhance operational efficiency, ensure legal compliance, and foster a culture of transparency and collaboration. The document is meticulously designed to be comprehensive, yet flexible, allowing for adaptations as required by the evolving needs of the Trust and its constituent schools.

R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	Members	CAT			Academy	
		Trust Board	CEO	CFOO	LGB	Headteacher
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 • Strategic • Financial • Operational • Reputational		R	A	A		
Delivery of risk management: • 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

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R - Responsible (Approves) A – Accountable (Completes) C - Consult with I – Inform about	CAT				Academy	
	Members	Trust Board	CEO	CFOO	LGB	Headteacher

GOVERNANCE

The Business of Governance

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
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
Suspension or removal of a Local Academy governor		RA	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	CFOO	LGB	Headteacher
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
Independent Review Panel		R,A	C			
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	CFOO	LGB	Headteacher
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**	**CFOO**	**LGB**	**Headteacher**

FINANCIAL PERFORMANCE

Financial Controls

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
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

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
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

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
Placing orders for goods and services, entering into contracts		In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook
Waiver of CAT financial regulations in respect of purchasing		In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook
Ensuring compliance with tendering processes		In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook

Banking Authority and Cash Management

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
Approval to borrow money		In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook
Cash flow Management, Treasury & Investment		In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook
Open a bank account and approve signatories		In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook	In line with CAT financial handbook

Insurance

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
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**	**CFOO**	**LGB**	**Headteacher**

FINANCIAL PERFORMANCE - HUMAN RESOURCES

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
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 (CFOO)		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 CFOO		R	A			
Recruitment & Appointment of central Trust staff		R	A	C		
Recruitment & Appointment of Headteachers		R	A		C	
Recruitment & Appointment of Vice Headteachers		R	A		C	C
Recruitment & Appointment of SBM		R		A	C	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 CFOO		R	A			
Annual Pay Progression Headteachers		R	A			
Annual Pay Progression Other Trust Staff					R	A
Annual Pay Progression Other Academy Staff					R	A
Pension Policy & Discretions		R		A		

	Members	Trust Board	CEO	CFOO	LGB	Headteacher
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	CFOO	LGB	Headteacher
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
• 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	• 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 Governance Professional to the Board. • Trustees review of Board Performance for previous academic year. • Trustees to receive termly Quality Assurance documents from LGBs. (Previous summer term) •	• Trustees to receive minutes from the meeting with the Chair of the Trust Board and Chairs of LGBs.	• 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)	• Trustees to receive minutes from the meeting with the Chair of the Trust Board and Chairs of LGBs.	• Trustees to receive termly Quality Assurance documents from LGBs (Spring term)	• 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	• Performance against previous year's KPIs • Set Trust KPIs for current academic year • To receive Equality Objectives from schools • Trust Growth (Part Two)	• Trust Growth (Part Two) •	• Trust Growth (Part Two) • To review progress against strategy	• Trust Growth (Part Two) • To receive an update of Trust progress against agreed plan.	• Trust Growth (Part Two)	• Trust Growth (Part Two) • To review progress against strategy and to consider future vision and strategic plan.
EDUCATIONAL PERFORMANCE	• • To appoint a SEND trustee	• CLTA Update • Trustees to receive minutes from the Standards Committee • To consider targets for the current academic year. • Pupil Attendance Update	• • To consider MAT performance tables.	• CLTA Update • Trustees to receive minutes from the Standards Committee • Pupil Attendance Update	• CLTA Update	• • Trustees to receive minutes from the Standards Committee • To agree arrangements for Headteacher and CEO Performance Management • Pupil Attendance Update
FINANCIAL PERFORMANCE	• To consider Management Accounts (by exception only) • Trustees to receive notification of any changes to the Academies Financial Handbook • To appoint GDPR/Cyber Security Trustee	• 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 including process). • To consider Management	• To consider Management Accounts (by exception only)	• 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)	• To consider Management Accounts (by exception only)	• 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

		• Accounts (by exception only) • Outcomes of Headteachers' Performance Management (Part Two).				• include internal audit update). • Approve consolidated Trust budget for following year. • To consider Management Accounts (by exception only)
SAFEGUARDING	• To commission annual safeguarding audit. • Appoint a Safeguarding Trustee • Trustees to complete safeguarding training	• Safeguarding update to include details on the SCR and recruitment procedures.	• To receive annual safeguarding audit	• Safeguarding Update	• To review actions from safeguarding audit.	• Safeguarding Update
RISK	Trustees to complete annual cyber security training	• Consider risks at Trust level.	• Trustees to receive and consider the Trust Risk Register.	• GDPR/Cyber Security update (to include a report on any breach of the Regulations and actions taken)		• To approve consolidated Risk Register. • To receive annual summary report from internal auditor
POLICIES	Approval of Trust Safeguarding training	• To approve CAT Scheme to Delegation (Trust and Academy) **(annually)** • To ratify as required on the policy schedule		• To ratify as required on the policy schedule		• To ratify as required on the policy schedule

PLANNING TIMETABLE RESOURCES COMMITTEE

Usual Business	Matters that may be included
- Apologies and quorum - Declarations of other business - Business Interests of Trustees in relation to agenda items - Minutes of previous meeting - Matters arising	- Policies - Risk - Matters by exception - Matters arising from audit - ESFA Accounting Officer Letter (standing item) - Any report/questions pertaining to the monthly management accounts and cash flow statements (standing item) - Review of contracts to ensure best value for money
Autumn 1 (end of September)	**Autumn 2 (End of November)**
USUAL BUSINESS - To agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks. - Consider Teacher pay rise in view of STRB recommendations and recommend Trust pay increase to Trust Board. - Consider support staff pay rise in view of national NJC increases and recommend 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 (Finance & HR policies inc. Pay policy). - Estates Management (standing item by exception	**USUAL BUSINESS** - Consider whole Trust final outturn - Consider amendments to whole Trust budget (current year) - Approve audited accounts - Review Trustee End of Year Report for recommendation to Trust Board. - Review internal benchmarking - To receive confirmation that the Trust has adequate insurance arrangements - Consider Academy KPIs for coming year. - Estates Management (Standing item by exception)
Spring (March)	**Summer (end of June)**
USUAL BUSINESS - To receive an update on the programme of internal audit/scrutiny - To review the external auditor's plan and to receive an update on progress made on any actions - Consider support staff pay rise in view of national NJC increases and recommend pay increase to Trust Board - Whole Trust mid-year financial review - Annual review of Reserves - To receive the SRMA self-assessment tool - Estates Management (Standing item by exception)	**USUAL BUSINESS** - Trustees to complete an annual review of the risk register to include financial and non-financial risk - End of year financial projections - Approve / recommend whole Trust budget for next financial year - Trust / academy financial targets. - Review progress on any actions arising from the internal audit and to agree contents of annual summary including the key findings, recommendations and conclusions. To advise the board on any additional alternative steps to be taken. - To agree the contents of annual report to the board and members to include: - Consideration of the external audit process and contents of the audit management letter to include an assessment of the effectiveness and resources of the external audit provider - review of the auditor's findings and actions taken by the SLT in response - Estates Management (Standing item by exception) To consider the effectiveness of the committee

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	Spring	Summer
USUAL BUSINESS	**USUAL BUSINESS (as above)**	**USUAL BUSINESS (as above)**
Governance To nominate Chair and Vice Chair for approval by the trust board. To review and recommend annual planner and Terms of Reference for approval by trust board.	**Educational Performance** To receive and consider autumn term outcomes Principal's update	**Educational Performance** To receive and consider spring term outcomes Principal's Update To agree scheme for Principal's updates for the new academic year
Educational Performance To receive and consider annual school on a page including statutory and internal data Principal's update	**Safeguarding** To receive CEO Safeguarding Record of Visit for discussion. Attendance	**Safeguarding** To receive CEO Safeguarding Record of Visit for discussion. Attendance
Safeguarding To receive an update from the CEO on safeguarding to include overview of CEO safeguarding visits that are to take place throughout the year. Approval of Safeguarding and Child Protection Policy. Attendance	**Policies** To recommend / approve policies as outlined in the Policy Matrix **Risk** To receive an update on effectiveness of internal scrutiny	**Policies** To recommend / approve policies as outlined in the Policy Matrix. **Compliance** Annual review of complaints (consolidated view) Annual review of suspensions/exclusions (consolidated view)
Policies To recommend / approve policies as outlined in the Policy Matrix.	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	**Risk** To receive an update on focus of internal scrutiny

Risk
 	
To consider non-financial risks to the trust and to agree focus of scrutiny throughout the academic year.
 	
To consider the Quality Assurance reports from local governing boards to include:
 	
• Educational Performance
• LGB Annual impact statement
• Results of parent surveys
		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
		
		To consider the effectiveness of the committee

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK

September Meeting	Review of completed SDP and receive the Self Evaluation Form and see new SDP SQM
	
	To reconsider the equality objectives set by school
		To receive report on Statutory outcomes for pupils. EYFS, Phonics, KS1, Multiplication Check and KS2 SATs.
		
		To receive a report on internal outcomes, report on RWM for other year groups not involved in statutory testing.
			To receive an update on any staffing changes. Headteacher to provide a verbal update. (part 2)
			
			Headteacher to provide a verbal update on school admission numbers
			
			Headteacher to provide a verbal update on Staff attendance
			
			To approve expenditure under the Scheme of Delegation Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote.
				To receive the safeguarding policy including any changes from KCSiE or other statutory legislation
				
				Verbal report on operation of the following policies:
				▪ RSE Policy
				▪ RSE consultation with parents
				▪ Equality Policy
				▪ **ECF Policy –** and to receive update on support provided to any ECTs
				
				Evaluation of Parent, pupil, staff survey results (previous academic year)
					▪ Elect Chair and Vice Chair (for action)
					▪ Elect Governance Professional (for action)
					Governors to receive and complete:
					Annual declarations (for action)
					To agree:
					- link governor roles
					To confirm:
					    ▪ pay and appeals panel
					    ▪ (for information)
					To review:
					▪ Terms of office
					▪ Vacancies
					▪ Complete Skills Audit
					▪ Annual Planner
					▪ (for action)
					▪ Succession Planning
					▪ Code of Conduct
					▪ LGB Impact Statement (for discussion)
					▪ Governor Training (for discussion)
					▪ Review of Governor Visit Protocol for approvals
					▪ To agree schedule of governor visits for autumn term
					
					Governors to complete safeguarding training
					Governors to complete cyber-security training

Papers required	Review of SDP SQM and new SDP SQM	▪ CAT LGB Outcomes Report (Summer Term Results) ▪ Targets for next Year 6 FFT	▪ Overall Admission numbers ▪ Pupil/Staff Attendance (previous year) ▪ Staffing update (Part 2)	▪ FFT Attendance Report (Last Year's Figures) ▪ Safeguarding Policy (NEW ONE) ▪ Parent/Pupil/Staff survey results (Full Previous Year)	▪ Annual declarations ▪ Terms of Office ▪ Skills Audit ▪ Annual Planner ▪ Governor Information Form ▪ Minutes from previous meeting ▪ Governor Visits protocol

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
OCTOBER	To agree any changes to vision, strategy, key priorities and expected outcomes (for action)	To receive report on the annual Pupil Premium Strategy (for discussion) To receive Sports Premium report (for discussion) To receive the Catch-Up Premium report (for discussion)	**To approve expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote.	To receive the full CAT annual safeguarding report to governors including CAT Safeguarding Review ROV Confirmation of planned residential visits (for discussion) Verbal report on operation of the following policies: ▪ Behaviour Policy ▪ Anti-bullying Policy	To consider skills audit and to agree governor training priorities for the current academic year Governor Training (for discussion) Governor Visit Reports
Papers required		▪ Pupil Premium strategy ▪ Sports Premium Report ▪ Catch Up Premium Report ▪ CAT School Improvement ROV 1	▪ Pay statements- verbal confirmation	▪ CAT Annual Safeguarding Report ▪ CAT Safeguarding Review ROV ▪ Safeguarding link governor visit report	▪ Minutes of previous Meeting ▪ Headteacher Performance Management confirmation ▪ Declarations of Interests ▪ Training log

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
NOVEMBER	To receive an update on the progress against the SQM Strategic Projects (for discussion)	Review priorities and targets in light of IDSR and FFT data dashboard	Governors to consider and discuss the information contained within the SBM report Approval of expenditure under the Scheme of Delegation Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote. Pay Panel Headteacher to provide pay progression recommendations for the Pay Panel to consider.	To review website compliance (for action) To receive the completed RAMP document (for approval) To receive the completed Quality Assurance document (for approval) Report on attendance FFT Verbal report on operation of the following policies GDPR Policy Attendance Policy (verbal update) Termly update on number of complaints (for information) Termly update on suspensions/exclusions to include: Numbers of fixed-term suspensions Number of permanent exclusions	Governor Training (for discussion) Governor Visit Reports
Papers required	▪ SQM Update	▪ FFT data ▪ IDSR data	• Pay Panel Recommendations • Business Manager's Report Report to include: - Details of the out-turn at the end of the previous financial year and the budget forecast for the current period. - Benchmarking data - Capital Update - GDPR/Cyber Security Update	▪ Quality Assurance document ▪ CAT Website Compliance Doc ▪ FFT Attendance Report-Autumn Term ▪ Complete CAT RAMP	▪ Minutes of previous Meeting ▪ Action Tracker ▪ Declarations of Interests

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
JANUARY		To receive a report on pupil progress and attainment (for discussion) Report on teaching and learning (presentation from middle or senior leaders)- Headteachers choice.	**Approval of expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote.	Verbal report on operation of the following policies: ▪ First Aid Policy Update on before and after school club provision (for information) Evaluation of pupil surveys or feedback	Governor Training (for discussion) Governor Visit Reports – to agree schedule of governor visits for spring term
Papers required		▪ CAT LGB Outcomes Report ▪ Assessment link governor report ▪ Subject Leader Presentation		▪ Pupil survey results (autumn term)	▪ Minutes of previous Meeting ▪ Action Tracker ▪ Governor Visits ▪ Declarations of Interests

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
FEBRUARY		To receive information on school session times and term dates (for information) To receive a SEND Update from the SENCO to include details of the Local Offer (for discussion) – SEND Link governor report?	Governors to consider and discuss the information contained within the report **Link Finance Governor report** Link finance governors' report on the review of a sample of the Asset Register to be circulated to governors. **Approval of expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote.	To receive a safeguarding update to include: ▪ Safeguarding update on curriculum to include: - Online Safety - Road Safety	Governor Training (for discussion) Governor Visit Reports **Chair to arrange one-to-ones with governors**
Papers required		▪ SEND update from SENCO ▪ Term Dates	**Business Manager's Report** To include: ▪ Mid-year review of the current financial year with a forecast out-turn ▪ Expected budget for the next financial year ▪ Update three-year forecast ▪ Information from the auditor's management letter and/or internal audit ▪ Information from the ICFP process ▪ GDPR/Cyber Security Update	▪ Safeguarding Update – verbal update on online safety and road safety	▪ Minutes of previous Meeting ▪ Action Tracker ▪ Declarations of Interests ▪ Governor Visit reports

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
MARCH	To receive an update on the progress against the Projects (for discussion)	To receive an update on Looked After Children (for discussion) Report on teaching and learning (presentation from middle or senior leaders)- Headteachers choice.	Headteacher to provide a verbal update on staff training to include any staff training that has taken place or to identify and training needs. **To approve expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote. **GDPR** Lead GDPR governor to make arrangements for a meeting with the Business Manager.	To receive the completed Quality Assurance document (for approval) To receive the completed RAMP document (for approval) Attendance Update Governors to receive FFT pupil attendance report Governors to receive an update on children with additional health needs. Verbal update on any complaints– for information Termly update on suspensions/exclusions to include: Numbers of fixed-term suspensions Number of permanent exclusions	Governor Training (for discussion) Governor Visit Reports
Papers required	▪ SDP SQM Update	▪ LAC Report ▪ Subject Leader Presentation ▪ CAT School Improvement ROV 2 (including PPG Review)	▪ Staff Training Records	▪ Quality Assurance document ▪ ▪ FFT Attendance Report- Spring Term ▪ Complete CAT RAMP	▪ Minutes of previous meeting ▪ Action Tracker ▪ Declarations of Interests ▪ Governor Visit reports

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
MAY		To receive information on Reception admissions numbers (for information) To receive an update on Spring Term pupil attainment and progress (for discussion) To receive assessment link governor report	**To approve expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote Pay panel to meet with the Headteacher for a review and discussion of teacher's mid-year appraisals. HT Performance Management Panel to meet and discuss the mid-year revw.	To receive CAT SEND Review Evaluation of pupil survey/feedback	Governor Training (for discussion) Governor Visit Reports – to agree schedule of visit reports for summer term.
Papers required		CAT LGB Outcomes Report Assessment Link Governor report		▪ Receive CAT SEND Review ▪ SEND Link Governor Report	▪ Minutes of previous meeting ▪ Action Tracker ▪ Declarations of Interests ▪ Governor Visit reports

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
JUNE	To receive an update on progress towards Equality Objectives.	Report on teaching and learning (presentation from middle or senior leaders)- Headteachers choice.	Business Manager to provide the Risk Register for governors' information. Business Manager to provide the proposed Capital Funding Plan for the next academic year for governors' information. **GDPR** GDPR governor to provide written report following meeting with Business Manager. **To approve expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote	To receive the full CAT annual safeguarding update version 2 Safeguarding link governor visit report To receive the CAT Health and Safety Audit report (for discussion) Termly update on suspensions/exclusions to include: Numbers of fixed-term suspensions Number of permanent exclusions	Governor Training (for discussion) Governor Visit Reports To agree LGB Meeting dates for the next academic year (for action) To review governor expenses To review governor attendance To complete a review of governance to include 1 Delegation 2 Strategy for monitoring 3 Impact on pupils 4 Training Chair to report on one-to-ones with governors
Papers required		▪ Subject Leader Presentation	GDPR Governor Report **School Business Manager's Report to include:** - Proposed staffing structure costs for the coming academic year - Three quarter year review and projection to the end of the year - GDPR/Cyber Security update	▪ CAT Safeguarding Annual Report (Second Time- Minor Updates) ▪ Safeguarding link governor visit report ▪ CAT Health and Safety Audit report	▪ Minutes of previous meeting ▪ Action Tracker ▪ Declarations of Interests ▪ Governor Visit reports ▪ Governor Impact Report

	VISION AND STRATEGY	EDUCATIONAL PERFORMANCE	HR/FINANCIAL PERFORMANCE	COMPLIANCE and SAFEGUARDING	GOVERNANCE and RISK
JULY	To receive an update on the progress against the SQM Strategy (for discussion)	Receive a report on any findings for educational performance for the summer term (note this may not be available at this time)	**To approve expenditure under the Scheme of Delegation** Headteachers to provide details of any expenditure requiring approval under the Scheme of Delegation. Governors to review quotes (2 minimum) and approve any item of expenditure over and above £10,000 or over £2000 where the academy does not intend to use the cheapest quote	To receive the completed Quality Assurance document (for approval) To receive the completed RAMP document (for approval) Evaluation of Edurio Staff survey results Evaluation of Edurio Parent survey results Staffing structure update (for information) To note the requirement for safeguarding governor to complete safeguarding report on annual safeguarding report to govs and SG ROV to be reported to the Board in October Verbal update on any complaints – for information	Governor Training (for discussion) Governor Visit Reports Request nominations for Chair and Vice Chair (for action) Discuss appointment of Clerk Appoint HT performance management panel (for action)
Papers required	▪ SDP SQM Update	▪ CAT School Improvement ROV 3		▪ Quality Assurance document ▪ Staff survey results- Full Year ▪ Parent survey results- Full Year ▪ Complete CAT RAMP	▪ Minutes of previous meeting ▪ Action Tracker ▪ Declarations of Interests ▪ Governor Visit reports ▪ Governor Impact Report

APPENDIX THREE-
Appraisal & Pay Review Panel- Trust Staff and Headteachers

Purpose and Terms of Reference
The Resources subcommittee 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, CFOO, other Central Trust staff and .
- Exercises the Board of Trustees' delegated authority in respect of the Trustees' expectation, conduct, attendance and integrity of the CEO, CFOO 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)
- Chair of Governors of LGB, One Trustee, CEO (Headteachers)
- Three trustees with support to be provided an external advisor with relevant skills (CEO). The CEO performance management panel have the delegated authority to appoint an advisor that they consider has the 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 CFOO 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 CFOO 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 CFOO so that all regulations relating to staff appraisal are complied with.

CURRICULUM AND STANDARDS 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)
- A minimum of 3 trustees (including Chair) with no maximum of the numbers of trustees who can be a member of the committee.
- Where necessary and appropriate, trustees who are not members of the Standards Monitoring committee can be co-opted as temporary members of the committee.
- CEO

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

Duties

Educational Performance
- Through strategic oversight of educational performance to ensure that the highest possible standards are set and maintained across the Trust.
- Monitor and evaluate pupil performance data throughout the year. In doing so, the committee should take into account the performance of all groups represented across the trust including disadvantaged groups, pupils with special educational needs and/or disabilities (SEND) looked-after children and pupils in different ethnic, social and ability groups.
- To ensure that effective processes are in place for effective collaboration and sharing of good practice.
- To report to the trust board on educational performance across the trust.

Safeguarding
- Whilst the responsibility for the strategic oversight of all aspects of safeguarding across the organisation remains the responsibility of the trust board, the Standards Monitoring committee will ensure policies and procedures are up-to-date and that effective systems are in place to monitor safeguarding across the trust. This will include review of the annual Safeguarding and Child Protection policy and recommendation for approval by the trust board.

Risk
- To consider non-financial risks to the trust and to consider in depth any areas of concern and, in association with the CEO, develop an appropriate response for recommendation to the Trust Board.

Policies
- To receive and review policies assigned to the committee as outline in the CAT Policy Approval Matrix. Where statutory policies do not require full board approval, the committee has the delegated authority to approve these policies. Policies that are required by legislation to be formally approved by the trust board will be scrutinised by the committee who will then make recommendations to the trust board.

Review of Effectiveness of the Committee
- The committee will review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

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 Academy Trust Handbook and the Master Funding Agreement and are used to ensure the best outcomes of pupils.

The Resources Committee is a Committee of the Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. The Resources Committee will be deemed to have delegated authority to act on behalf of the Trust Board in relation to any of the duties outlined within these terms of reference unless expressly stated otherwise.

Membership
- Committee Chairperson (elected annually)
- A minimum of three trustees with no maximum number (including Chair)
- CEO
- At least one member of the committee should have recent or relevant accountancy or audit assurance experience.
- The Chair of Trustees should not be Chair of the Resources Committee

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

In the event of difficulty in achieving a quorum, trustees who are not members of the committee may be co-opted as members for individual meetings provided the majority of the quorum are full members of the committee.

Duties
The Resources Committee has the following duties:

Election of Chair of Committee
The committee has the delegated responsibility to appoint the Chair of the Committee annually.

Financial Responsibilities:
The Resources Committee has the delegated authority to approve any expenditure requiring trustee approval as outlined in the Scheme of Delegation. Further, it is the responsibility of the Resources Committee to:

- Develop a financial strategy for the Trust and consider policies, procedures or plan required to realise such strategy.
- Consider the 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 Chief Finance and Operations Officer, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees.
- Approve the budgets of individual academies once recommended by the individual LGBs.
- Approve the budgets for the central Trust and CLTA.
- Approve the Universal Top Slice.
- Maintain oversight of the financial position of academies where this has not been
- delegated to local governing bodies
- Consider and recommend acceptance/non-acceptance of the consolidated Trust budget to the trust board.
- Monitor any variances from the budget and ensure the ESFA is notified as required.
- 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.
- 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.
- Oversee preparation of the annual financial statements for review and approval by the Trust Board.
- Examine and review new initiatives for financial development.
- Approve and keep under review the Academy Trust's reserves policy.

- 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.
- Advise generally on the provision of resources and services to the Academy Trust.

Policy Approval

The Resources Committee has the express authority of the Board of Trustees to approve Trust policies as outlined in the Cheshire Academies Trust Policy schedule with the exception of the statutory policies which require full Board approval as specified within the Department for Education guidance on statutory policies for schools and academy trusts. Where policies require full board approval, the committee is responsible for scrutinising them and making recommendations to the full board of trustees

Staffing Matters
- Consider, determine and keep under review any strategies and policies for human resources and organisational development.
- To act as the pay panel for central Trust staff including CEO, CFOO and each academy Principal.
- Consider, determine and keep under review effective arrangements for consultation with staff as a whole.
- Ensure effective measures are in place to promote equality and diversity in employment.
- Consider the details of restructuring programs following any necessary approvals in principle by the Trust Board.
- Develop strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of the Academy Trust's staff.
- To consider the implications on the Trust of recommendations in the STPCD and advise the Trust Board accordingly.
- 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.
- To maintain oversight of central trust staffing. The Resources Committee has the delegated authority to approve central trust vacancies. The appointment of personnel to fill any trust vacancies is delegated to the CEO and Chief Finance and Operations Officer.
- To keep the Trust HR policies and their practice under review and to make revisions where appropriate.

Premises Management
- To ensure that CAT has a Health and Safety policy which will support each academy within CAT in developing operational policies and procedures and to keep this policy review and to make revisions where appropriate.
- In order to maintain strategic oversight of Health and Safety matters, trustees to receive an annual health and safety report.
- To ensure all staff are covered by Employers' Liability insurance or equal provision to provide cover for injury to staff acting within the scope of their employment.

Audit and Risk

The Board of Trustees at Cheshire Academies Trust have determined that the remit of the Resources Committee includes the function of an audit and risk committee.

In accordance with the provisions of the Academies Trust Handbook, staff employed by the Trust will not count toward membership for the purposes of discussions around audit and risk. The Chief Executive Officer and Chief Finance and Operations Officer will, however, normally be invited to stay for such discussions to provide trustees with appropriate information.

To avoid any doubt, the governance professional will ensure that the agenda reflects items which are general committee business and which items relate to audit and risk.
The committee has the authority to:
- request any information it requires from any employee, external audit, internal audit or other assurance provider.
- obtain outside legal or independent professional advice it considers necessary normally in consultation with the Accounting Officer and/or the Trust Board.

The Resources Committee's responsibilities in relation to audit and risk are:

- to maintain an oversight of the Trust's financial, governance, risk management and internal control systems
- to report findings termly and annually to the Trust Board and the Accounting Office as a critical element of the trust's annual reporting requirements.

- report back to the Trust Board regularly every term
- provide an annual summary report provided by the internal scrutineer / auditor and areas reviewed by internal scrutiny / audit covering key findings, recommendations and conclusions
- advise the board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration.
- ensure there is co-ordination between internal audit/scrutiny and external audit and any other review bodies that are relevant
- consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.
- take delegated responsibility on behalf of the board of trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academy Trust Handbook.
- conduct a regular review of the risk register (RAMP)
- agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- advise the trustees on the adequacy and effectiveness of the trust's systems of internal control, governance, and risk management processes, consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken
- review the external auditor's management report each year
- review the annual report and accounts
- review the auditor's findings and actions taken by the trust's SLT in response to those findings

Additional Responsibilities

- Provide minutes of all meetings for review at board meeting
- Encourage a culture within the trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees
- Review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

APPENDIX SIX - LGB Pay Review Panel – Teaching Staff

Membership and Quorum

The Committee shall comprise a minimum of three governors.

Any paid employees of the school who are also governors are unable to be members of the Pay Committee.

Pay recommendations will be received by the Panel from the Headteacher.

Pay Committee members will be excluded from membership of the LGB's Pay Appeal Committee where convened to consider a pay appeal.

 The quorum for the Governors' Pay Committee is three members.

All meetings of the Governors' Pay Committee will be minuted.

Delegated powers and purpose of Committee

The Local Governing Body (LGB) Pay Panel has the delegated authority of the Board of Trustees to determine salary progression for eligible teaching staff following recommendation by the Principal.

In considering the pay progression for eligible staff, the panel will

- Ensure that the process followed by the Principal is fair and equitable and in accordance with the Trust's Pay Policy.
- Ensure that pay progression is based upon evidence that teachers meet the relevant standards and objectives set.
- Make clear and accurate records of the reasoning for decisions about staff pay.

APPENDIX SEVEN -

REMOVAL OF GOVERNORS
SUSPENSION OF A GOVERNOR
https://www.legislation.gov.uk/uksi/2013/1624/regulation/17/made
The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 set out the grounds for suspending a governor for a fixed period of up to six months on one or more of the following grounds:

- if governor is an employee of the school and is subject to disciplinary proceedings

- governor is subject to court proceedings where the outcome may be that the governor is disqualified from continuing to hold office as a governor.

- that the governor has acted in a way that is inconsistent with the ethos or with the religious character of the school and has brought or is likely to bring the school or the governing body or the office of governor into disrepute; or

- that the governor is in breach of the duty of confidentiality to the school or to any member of staff or pupil at the school.

Procedures to be followed for suspension:
- A resolution to suspend a governor has to be included on the agenda.
- The governor proposing the resolution must state the reasons for the proposal and the governor who is subject to the resolution must be given the opportunity to make a statement (before withdrawing from the meeting).

REMOVAL OF A GOVERNOR
https://www.gov.uk/government/publications/constitution-of-governing-bodies-of-maintained-schools
The statutory guidance – Constitution of Governing Bodies of Maintained Schools states that grounds for removing a governor might include:
- Repeated grounds for suspension
- Serious misconduct (based on the facts of the case)
- Repeated and serious misconduct
- Behaviour that undermines British values
- Behaviour that is detrimental to the effective operation of the Board or that interferes with the operation of the school.

Also Consider:
- Breach of Code of Conduct

Scheme of Delegation
The Trustees may terminate the appointment of any member of the LGB whose presence or conduct is deemed by the Trustees not to be in the best interests of the Trust or the Academy. The Trust would expect termination of appointment to be undertaken in consultation with the LGB and could be on the recommendation of the LGB. Grounds for termination of the appointment of a member of the LGB might (but is not limited to) the following situations:

- *Repeated and serious misconduct (based on the facts) including breach of Code of Conduct/Nolan Principles*
- *Behaviour that undermines British values*
- *Behaviour that is detrimental to the effective operation of the Board or that interferes with the operation of the school and is likely to bring the school, governing body or office of governor into disrepute.*

COLLABORATION AGREEMENT FOR PANEL HEARINGS

Legal Framework

The legal framework for this Collaboration Agreement is set out in the School Governance (Collaboration) (England) Regulations 2003 which state that:

3.—(1) Two or more governing bodies ("collaborating governing bodies") may arrange for any of their functions to be discharged jointly, subject to regulations 16 to 18 of the Procedures Regulations.

The Board of Trustees at Cheshire Academies Trust welcome collaboration across member schools. They recognise that there may be occasions when more formal collaboration is required in relation to panel hearings (including, but not limited to, complaints and exclusions hearings).

This Collaboration Agreement allows for the sharing of local governors across schools in the event that a panel hearing could not go ahead without the support from other local governors from across the Trust.

Quorum

The quorum is a minimum of three non-staff local governors who govern at one of the Trust's schools at the time of the hearing.

Membership

Where it is necessary to appoint an external governor, communication will be sent to local governing bodies by the governance professional requesting support. Any non-staff governor is eligible to sit on another local governing body panel providing they do not have any prior knowledge of, or conflict of interest with, the matters being discussed.