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Cheshire Academies Trust
Inspiring hearts and minds

SCHEME OF DELEGATION

Legal Framework

As a charitable company limited by guarantee, Cheshire Academies Trust (the "Trust") is governed by a board of directors also referred to as trustees (the "trustees") who are responsible for, and oversee the strategic control, management and administration of the trust and its academies. The trustees are accountable to external government agencies including the Department for Education (DfE) and Charity Commission for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. This Scheme of Delegation should also be read in conjunction with the trust's Articles of Association, Academy Trust Handbook and the Department for Education's Trust Governance Guide.

Purpose of the Scheme of Delegation

The Scheme of Delegation (Schemes) outlines the framework through which the Trust Board delegates authority and responsibility to various levels of governance and management within the organization. This document establishes clear lines of accountability, ensuring that decision-making processes are efficient, transparent, and aligned with the strategic objectives of the Trust.

It delineates the roles and responsibilities of the Trust Board, local governing bodies, executive leaders, and school leaders, providing a structured approach to governance that supports the effective operation of each academy within the Trust.

By defining these delegations, the Scheme ensures that each academy can operate with a degree of autonomy while remaining accountable to the overarching goals and compliance requirements set by the Trust Board.

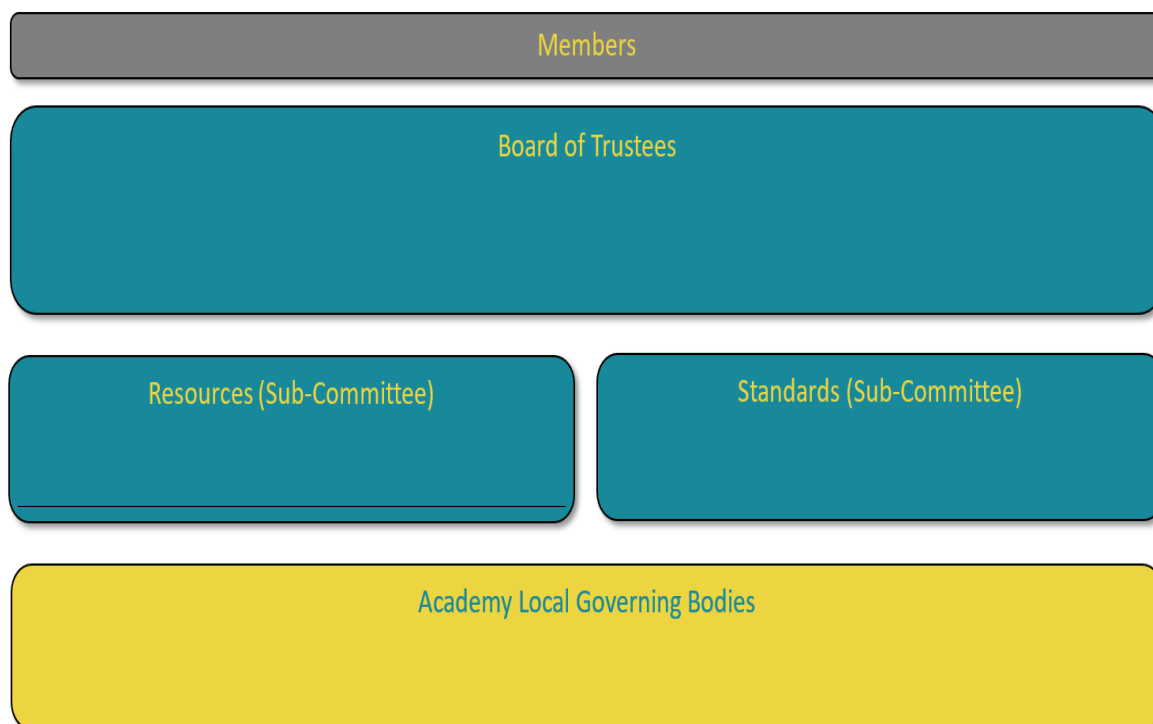
All governance functions will be carried out in line with the Trust's Articles of Association, the requirements of the Academy Trust Handbook and trust policies and procedures.

The Scheme recognises that there may be circumstances in which the trust board will decide that some delegated responsibilities should be withdrawn. The Scheme allows for this possibility although such circumstances should be the exception rather than the rule.

How the Scheme of Delegation has been Determined

The trust board recognises that strong local governance is essential to the success of both the school and the trust. The trust board is committed to the principle that, wherever possible, decisions should be taken at local level. The board of trustees is ultimately accountable for the way in which schools are run and managed and must be satisfied that delegation is appropriate and that it receives necessary reports on delegated matters so that it is able to maintain appropriate oversight.

Governance Structure at Cheshire Academies Trust



ROLES AND RESPONSIBILITIES

Members

As a charitable company, the trust, under Company Law, is required to have at least three members. Members have a limited but important role in ensuring the trust's charitable objective 'advancing education for the public benefit' is being met. They hold the trust board to account for the effective governance of the trust and agree the trust's Articles of Association, appoint trustees and external auditors and receive the annual report, accounts and other information.

Board of Trustees

The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements. The trust board is the trust's key decision maker. Trustees must comply with the trust's charitable objectives, with company and charity law, and with their contractual obligations under the funding agreement.

The academy trust board provides:

- strategic leadership of the academy trust - the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
- accountability and assurance - the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well-maintained

- engagement - the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

Trust Board Committees

In order to meet its statutory responsibilities, the trust board has established board committees. Each committee will meet as often as necessary to fulfil their obligations. There are currently six committees:

- Standards and Curriculum Committee
- Resources Committee
- Pay Committee for Headteachers and Trust Executive Team
- HR Committee
- HR Appeals Committee
- Headteacher Recruitment Panel

Local Governing Bodies

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

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.

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 Interim Development Board (IDB). The Board of Trustees will be responsible for determining the members of the IDB and in some instances, where their skills will add to capacity may include some members of the existing Local Governing Board.

Chair of Trust Board

The Chair of the Board leads the board of trustees in ensuring the strategic direction of the Trust whilst offering effective support and challenge at all levels and ensuring the business of the board is conducted properly in accordance with legal requirements.

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.

The Chair of the Trust Board has the power to exercise emergency powers as and when required and will have a casting vote in the event of a tie.

CEO

The CEO is the senior executive leader who acts as the Accounting Officer for the Trust and is held to account by the trust board. They are responsible for the education of all of the young people in the trust's academies and they also lead the executive team of the trust. The CEO provides strategic leadership and management across all aspects of the trust's work. The CEO cannot also be a trustee of the trust.

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. The CFOO cannot also be a trustee of the trust.



Cheshire Academies Trust

Inspiring hearts and minds

DELEGATED AUTHORITY FRAMEWORK

The Delegated Authority Framework is based on the ARCI model, which assigns roles to individuals or groups in relation to specific tasks or decisions:

- **Accountable (A)** Even where responsibilities are delegated to local governing bodies, executive leaders or individual schools, the trust board retains ultimately accountable for the performance, financial sustainability and governance of all of the academies within the trust.
- **Responsible (R)** – The individual(s) who actually carry out the task or implement the decision.
- **Consulted (C)** - Those who provide input, advice, or expertise before a decision is made or a task is executed.
- **Informed (I)** – Individuals who need to be kept updated on progress or decisions but do not contribute directly to the task.

A - Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

SAFEGUARDING

Safeguarding Practice

Ensuring practice reflects safeguarding policy		AI	R - monitor	R monitor (trust) R oversight (academy)		R - monitor (academy)	R delivery (academy)
Ensuring effective systems for identification/reporting of safeguarding concerns		A R – monitor (trust)	R - monitor	R monitor (trust) R oversight (academy)		R – monitor (academy)	R delivery (academy)
Ensuring all staff, governors and trustees receive appropriate safeguarding training		A R - monitor (trust)	R - monitor	R - monitor (trust) R – oversight (academy)		R monitor (academy)	R delivery (academy)
Ensuring safer recruitment formalities are completed in accordance with CAT policy and the single central record is maintained appropriately		A R - monitor (trust)	R - monitor	R - monitor (trust) R – oversight (academy)		R monitor (academy)	R- delivery (academy)
Ensuring that safeguarding is covered within the curriculum including e-safety and road safety		A	R – monitor (trust)	R R – oversight (academy)		R monitor (academy)	R- delivery (academy)

Behaviour/Suspensions and Exclusions

Review headteacher decision to suspend/exclude pupils		A				R	
Monitor rates of suspension and exclusion		A	R – standards committee (trust)	R		R – monitor (academy)	R – inform governors
Monitor application of the Behaviour Policy						R - monitor	R – advise governors

A - Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

VISION AND STRATEGY

Strategic Development

Approval and delivery of SQM		A R for approval and monitor (trust)		R for delivery (trust) R – oversight (academy)	R for delivery (trust)	R – approval and monitor (academy)	R – deliver (academy)
Approval of admission of academies to MAT		A R for approval		R completing due diligence	R completing due diligence	I	I
Agree criteria for CEO to enter into due diligence		AR for approval		R for recommending criteria			
Delivery Oversight of risk		A Responsible for monitor (trust)	Resources Committee R for monitor finance and resources risk (trust) - responsible for approving programme of internal control Standards Committee - responsible for monitor educational risk (trust)	R delivery (trust) R Oversight (academy)	R delivery of risk management (trust) R Oversight (academy)	R monitor (academy)	R – delivery (academy)

PREMISES MANAGEMENT/ESTATES

Approval and delivery of Premises Management Strategy		AI	Resources Committee R Approval and monitor (trust)	R oversight (academy and trust)	R delivery (trust)	R monitor (academy)	R delivery (academy)
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A – Accountable R – Responsible C – Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

GOVERNANCE							
Agree governance structure		A R		C	C	C	C
Appointment of Trustees	R for Member appointed trustees as set out in Articles of Association	R for appointment of co-opted trustees as set out in the Articles of Association		C	C	I	I
Removal of Trustees	AR (Can remove any trustee)	R C (can remove co-opted trustees)		C	C	I	I
Review/Approval of Scheme of Delegation and Terms of Reference		A Responsible		C	C	I	I
Appoint/remove Chair		A R (trust chair) R removal of LGB Chair (for breach of code of conduct)	R (committee chair)	C	C	R (LGB)	I
Removal of local governor		A R (where there has been breach of code of conduct)				R (Non-attendance)	C
Agree link roles		A R (link trustees)		C	C	R (link local governors)	C
Recruitment procedures for co-opted governors for LGBs		RI				R	C
Determining if an IDB is needed in a school		R Approval		R Recommend	C	I	I
Removal of Local Academy LGB		A R		R Recommend	C	I	C
Review of Articles of Association and approval of any changes	R approving changes	A R (reviewing Articles and making recommendation to Members)		C	C		
Ensuring websites are compliant with statute		A R monitor (trust)		R delivery (trust) R oversight (academy)		R for monitor (academy)	R for delivery

A - Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

COMPLIANCE

Policies

Approval of statutory policies		A R (approve)	R for approval for delegated policies	C	C	R for approval of delegated policies	C
Monitor the effectiveness and impact of policies in accordance with the annual planner		A				R for monitor	C

GDPR

Ensuring that data protection practice reflects the Trust data protection policy		A R – monitor (trust)		R for oversight (academy)	R for delivery	R for monitor (academy)	R for delivery
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HEALTH AND SAFETY

Reviewing the adequacy of health and safety practice throughout CAT		A	R Monitor (trust)	C	C	R (academy)	R (delivery)
Reporting to academy on accident reporting (including RIDDOR)		A		C	C		R reporting
Ensuring compliance with health and safety policy and minimising risk. Reporting of medium – high levels of risk to Trust Board		A	R	I	I	R	C
Responsibility for ensuring that staff receive appropriate health and safety training		A R	R (monitor) (trust)	R Delivery (trust) R Oversight (academy)	R Oversight (academy)	R Monitor (academy)	R Delivery (academy)
Responsibility for ensuring statutory compliance checks are undertaken		A	R (monitor) (trust)	R Delivery (trust) R Oversight (academy)	R Oversight (academy)	R R Monitor (academy)	R Delivery (academy)
Approval for LGB for any residential visits		A				R Approval	R Recommen d
Review premises management and health and safety issues		A	R – resources committee monitor (trust)	R for delivery	R for delivery	R for monitor (academy)	R Delivery (academy)

A Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

Critical Incident Management							
Checking adequate measures are in place to manage Critical Incident Management Plan		A	R(resources) Monitor	R Implement	C	R Monitor (academy)	R Implement (academy)

PUPILS AND LEARNING							
Educational Performance							
Agree/monitor academy targets		AI	I	I		R Agree targets Monitor	R Set targets
Agreeing/monitor academy targets where IDB is in place		AI	I	R		I	C
Monitor progress against targets and national standards including specific groups (PPG, SEND)		A	R for monitor (trust)	R for oversight (academy)		R for monitor	C
Analysing Trust educational performance and identifying areas of underachievement.		AR	R (standards)	R			

Attendance							
Analysing and monitor pupil attendance against local/national standards and monitor specific groups (PPG, SEND)		A	R - Monitor (Standards) (trust)	R – analysing (trust) R – Oversight (academy)		R monitor (academy)	R – analysing (academy)
Quality of Teaching and Learning							
Analysing and Monitor the quality of teaching and learning		A	R monitor (Standards) (trust)	R analysing (trust) R – Oversight (academy)		R monitor (academy)	R analysing (academy)
Curriculum							
Analysing and Monitor curriculum planning implementation and impact		A	R monitor (Standards) (trust)	R analysing (trust) R – Oversight (academy)		R monitor (academy)	R analysing (academy)
Ensuring the effectiveness of PPG		A				R for monitor	R for delivery
Ensuring the effectiveness of sports premium (academy)		A				R for monitor	R for delivery

A Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

Assessment							
Monitor of termly assessment data		A	R – standards committee (trust)	R		R (academy)	R (academy)
The School Day							
Set the dates of school terms (including Inset days)		A		C		R Approving	R Setting
Set the times of school sessions		A				R Approving	R Setting
Approval of additional Inset days		A		R Approval		C	C
Admissions							
Agree Admissions Policy		A R		C	C	C	C
Implement Admissions Appeal process		A R		R			
Complaints							
Approving and Implementing Complaints Procedure		A	R approving R (panel stage)	C		R (pre-panel stage)	R (informal stage)

A - Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

FINANCE AND OPERATIONS

Financial Controls

Approval of systems of financial control		A	R	C			
Assurance over adequacy of systems of internal financial control		A	R (resources) Monitor	C	R Implement		
Appointment of external Auditors	R Approval	AI			R recommend		
Produce annual report and accounts		AR	C	C	R Produce		
Receipt and Approval of external auditor report		A R Approve					
Submit ESFA required reports and returns		A	A		R		
Approval of CAT financial handbook / regulations		A	R (resources)		R Produce		

Budget and Management Reporting

Review academy budget/recommend to Trust Board		AI				R	
Monitor budget		A	R – resources committee (trust)			R Monitor (academy)	
Monitor trust budget		A	R – resources committee	C	C		
Approve annual Centralised Trust budget		A R	C				
Approve Annual Universal Percentage Top Slice charge		A	R (resources) approve	R	R	I	C
Receipt and review of monthly management accounts		A R (review)	R (resources) (review)	C	R Produce accounts		

Insurance

Ensure all necessary insurances not covered by CAT are entered into by the academy		A	I			R	C
Ensure all academies are entered into the RPA		A	R				

Statutory Reporting

Review and approval of the annual accounts and Trustee's end of year report		A R (approve)	R Resources (recommend)	C	R (produce)		
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A Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head
Responsible for ensuring accounting returns are completed and submitted		A	I (resources)		R		

WORKFORCE							
Staffing Structure							
Agree executive team staffing structure		A R agree structure		R recommend structure	C	I	I
To receive update on changes to central trust staffing structure		A I		R	R		
Agree academy staffing structure (approval of annual staffing budget)		A				R approve budget	R setting staffing structure
Approve job descriptions for executive team (CEO,CFOO, SID)		A R		R recommend (CFOO, SID)			
Approve job descriptions for other central services staff		AI		R	C		
Approval of headteacher job descriptions		AI		R	C		
Approval of deputy headteacher job descriptions		A		R	C		
Approval of SBM job descriptions		A			R		
Approval of job descriptions for academy staff		A		C	C		R
Appointment/Dismissal of Executive Team (CEO, CFOO, SID)		AR					
Appointment/Dismissal of GD		AR					
Appointment/Dismissal of Headteachers		AR		C	C		
Appointment/Dismissal of Deputy Headteachers		AI		R		C	C
Appointment/Dismissal of SBMs		AI			R	C	C
Appointment/Dismissal of other academy staff		AI					R

A - Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head

Performance Management/Staff Appraisal							
Performance Manage CEO		A	R (panel)				
Performance Manage CFOO		A		R			
Performance Manage School Improvement Director		A		R			
Performance Manage Governance Director		A		R			
Review and agree staff appraisal procedure		A	R (resources)		C		
Pay							
Agree Trust wide pay policy, terms and conditions of employment		A R					
Agree Remuneration for Executive Team (CEO, CFOO, SID		A	R (pay panel)				
Agree Governance Director Remuneration		RI		C			
Agree other central trust team remuneration		A		R	C		
Agree Headteacher Remuneration		A	R (pay panel)				
Agree teacher remuneration		A				R (pay panel)	C
Agree other academy staff remuneration		A					R

HR Disputes							
Determine disciplinary, grievance and capability policies		A R		C	C		
Undertake panel hearings for disciplinary, grievance and capability matters relating to the central team		A	R (panel)		C		
Undertake panel hearings for disciplinary, grievance and capability matters relating to headteachers		AI	R (panel)	C	C		
Undertake panel hearings for disciplinary, grievance and capability matters relating to deputy headteachers		AI	R (panel)	R	C		C

A Accountable R - Responsible C - Consult with I – Inform about	CAT					Academy	
	Members	Trust Board	Trust Committee	CEO	CFOO	LGB	Head
Undertake panel hearings for disciplinary, grievance and capability matters relating to academy staff		A		C	C	R (panel of local governors)	C
Approval of exit payments/early retirement/pension (above threshold)		A	R	C	C		

COMMUNITY							
Stakeholder Engagement							
Develop stakeholder partnerships		AI		R (trust)		I	R (academy)
Monitor stakeholder feedback		A	R (trust)			R (academy)	

Appendix 1



Cheshire Academies Trust

Inspiring hearts and minds

Terms of Reference for Local Governing Bodies (LGB)

INTRODUCTION

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").

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.

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 Interim Development Board (IDB) if appropriate. The Board of Trustees will be responsible for determining the members of the IDB and in some instances, where their skills will add to capacity may include some members of the existing Local Governing Board.

In those schools identified as having areas of significant weakness, the IDB 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.

The level of delegation will be assessed on a school by school basis.

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.

Members of the Local Governing Body will be known as local governors.

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

- 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.
- be accountable to the Trust Board for its actions and follow the expectations of governors as laid down by the Trust Board.
- aim to establish that it is competent, accountable, independent and diverse that it promotes best practice in governance.
- aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics.

COMPOSITION OF LOCAL GOVERNING BODIES

LGBs who can demonstrate appropriate levels of control may have in place a sub-committee LGBs who can demonstrate appropriate levels of control may have in place a sub-committee

The Trust Board delegates the appointment of local governors to LGBs. The Local Governing Board should be 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.

Parent Governors and Staff Governors will be sought through the process of nomination and election procedures.

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

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.

Chair, Vice Chair and Chair of Committees (if relevant) 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.

The following link governors will be appointed on an annual basis:

- Safeguarding
- SEND
- Pupil Premium and Looked After Children
- Finance
- GDPR
- Health and Safety
- Assessment

Local governing bodies are able to appoint any other additional link governors as they consider appropriate depending on the school's strategic priorities but should also be mindful of staff and governor workload.

SUMMARY ACCOUNTABILITY LEVELS

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

- Set the vision, ethos and direction of the academy in partnership with other stakeholders.
- Provide effective support and challenge to Academy leaders.
- Approve the strategic areas and targets for inclusion in the Academy Development Plan.
- 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.

- Monitor progress against the agreed educational targets in the Academy Development Plan.
- Recommend the budget, including the 3-year plan, and staffing structure, for approval to the Trust Board.
- Review and challenge the 3-year budget on a termly basis.
- Identify current and future financial risks and accrue/plan accordingly via maintenance of the academy risk register and report on such to the LGB
- Contribute to the consultation process for Trust policies.
- Review quotes (2 minimum) and approve or reject expenditure for all items over and above £10,000 or over £2,000 where the academy does not intend to use the cheapest quote.
- Contribute to Trust Board consultations.
- Ensure effective policies are in place for matters not covered by central Trust policies.
- Ensure the implementation of Trust policies and review the effectiveness and impact of them in accordance with the annual agenda plan.
- Arrange for the preparation of termly reports, in line with approved templates, for presentation to the Trust Board.
- 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

PROCEEDINGS AT MEETINGS

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).

Quorum

The quorum for a Local Governing Board meeting will be three local governors not employed by the school.

Voting at Meetings

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.

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.

Governors may vote at meetings. Where necessary, the elected chair may have a second or casting vote.

Attendance

Attendance at each meeting will be recorded and the attendance log will be published on the school website at the end of each academy year.

Declarations of Interest/Related-Party Transactions

Declarations of direct or indirect interest or related party transactions must be made. Guidance will be given on when withdrawal from the meeting and non-participation in discussion will be required.

Chair's Action

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.

GOVERNANCE PROFESSIONAL TO LGBS

The Trust will ensure that all LGBS have a governance professional to the local governing body. 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.

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.

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.

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.

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.

LINK GOVERNOR VISIT PROTOCOL

The Local Governing Body's delegated responsibilities are set out in the Scheme of Delegation and relate to six key areas:

1. Vision and Strategy
2. Educational Performance
3. Financial Performance
4. Safeguarding
5. Compliance
6. Governance

Governors draw on a range of evidence in order to carry out these functions and one source of information is through visits to their school.

This protocol applies to school visits made for the purpose of governance and not to visits to the school site that individual may make in other capacities e.g. as parents or members of staff.

Purpose

All school visits will:

- Have a clear focus, linked to strategic priorities, which is agreed by the full governing body/trust board
- Be arranged with adequate notice through the headteacher and agreed with the relevant members of staff
- Be of value to the governing body which is demonstrable to outside agencies e.g. Ofsted or the local authority (LA).

It is not the role of those governing to form judgements about the performance of school staff during visits and individuals will make every effort to avoid this impression.

Conduct

Those governing will comply with the school and governing body's codes of conduct and the standards of presentation expected of staff. They will be mindful that they are representing the whole governing body through their words and actions.

Follow-up

Those governing will have the opportunity to discuss the visit, including any concerns, with the Headteacher immediately or soon after the visit.

Unless a report is required in a specified format, the attached 'Governor Visit Report' will be completed after each visit. A draft will be shared with the headteacher and any other members of staff involved in the visit and, when agreed, a final version will be included in the papers for discussion in the next governing body meeting.

Confidentiality

Confidentiality should be adhered to regarding visits. Comments should be limited to the Headteacher or senior or middle leader with who the visit was arranged but not with other staff or with parents. Individual children or staff members (other than the member of staff involved with the visit) should not be identified in school visit reports.

Frequency

Governors will undertake a minimum of one visit to the school per academic year but no more than once per term unless requested to do so by the Local Governing Body, Trust or Headteacher.

Report of Governor Visit

Name:	Date:
Focus of Visit (link to strategy and school development plan):	
Summary of activities e.g. talking to staff and pupils, looking at specific resources, having lunch etc.	
What have I learned as a result of my visit? (relate this back to focus of visit):	
Aspects I would like clarified/questions that I have:	
Actions for the governing board to consider:	

SignedHeadteacher

Signed.....Local governor



Cheshire Academies Trust

Inspiring hearts and minds

TERMS OF REFERENCE

RESOURCES COMMITTEE

INTRODUCTION

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.

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.

CONSTITUTION OF RESOURCES COMMITTEE

Membership

The members of the Resources Committee will be approved by the trust board annually.

There shall be a minimum of three trustees with no maximum number (including Chair)

- CEO (remove)
- 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
- The Chief Executive Officer and Chief Finance and Operations Officer not be members of the committee but will normally be invited to stay for such discussions to provide trustees with appropriate information.

PROCEEDINGS AT MEETINGS

The Resources Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term. The Pay Review panel will meet at least once in each academic year.

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.

Voting at Meetings

Every question to be decided at a meeting of the resources committee 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 committee 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.

DUTIES OF THE RESOURCES COMMITTEE

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 and CAT Financial Handbook. 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.
- Recommend approval of 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 Matrix. 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, SID, GD 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
- 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 other than CEO, CFOO, SID and GD 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 consider, determine and to keep under review the trust's estate and premises management strategy
- 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 under 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 Officer 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 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 3



Cheshire Academies Trust
Inspiring hearts and minds

Terms of Reference **Standards and Curriculum Committee**

INTRODUCTION

The Standards and Curriculum 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.

CONSTITUTION OF STANDARDS AND CURRICULUM COMMITTEE

Membership

The members of the Standards and Curriculum committee will be approved by the trust board annually.

There shall be a minimum of three trustees with no maximum number (including Chair)

PROCEEDINGS AT MEETINGS

The Standards and Curriculum committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.

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.

Voting at Meetings

Every question to be decided at a meeting of the resources committee 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 committee 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.

DUTIES OF THE STANDARDS AND CURRICULUM COMMITTEE

Election of Chair of Committee

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

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.

Pupil Attendance

The committee will monitor and analyse pupil attendance across the trust.

Suspensions and Exclusions

The committee will monitor and analyse the number of suspensions or exclusions across the trust.

Safeguarding

Whilst the responsibility for the strategic oversight of all aspects of safeguarding across the organisation remains that of the trust board, the Standards Monitor 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.

Policy Approval

The Standards and Curriculum Committee has the express authority of the Board of Trustees to approve Trust policies as outlined in the Cheshire Academies Trust Policy Matrix. Where policies require full board approval, the committee is responsible for scrutinising them and making recommendations to the full board of trustees

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.

Appendix 4



Cheshire Academies Trust

Inspiring hearts and minds

**TERMS OF REFERENCE
LGB PAY COMMITTEE**

INTRODUCTION

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 Headteacher.

CONSTITUTION OF THE LGB PAY COMMITTEE

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.

DUTIES OF THE LGB PAY COMMITTEE

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.



Cheshire Academies Trust
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**TERMS OF REFERENCE
TRUST APPRAISAL AND PAY
COMMITTEE**

CONSTITUTION OF THE HEADTEACHER PERFORMANCE MANAGEMENT PANEL

Where headteacher performance management has been delegated to the local governing body the panel will consist of:

- Chair of Governors
- One other local governor
- CEO or School Improvement Partner

Where headteacher performance management has not been delegated to the local governing body (where the school is in the stabilise phase or where a new headteacher has been appointed) the panel will consist of:

- One Trustee
- Chair of local governing body
- CEO or School Improvement Director

CONSTITUTION OF THE CEO PERFORMANCE MANAGEMENT PANEL

The CEO Performance Management Panel will consist of:

- Three trustees with support to be provided an external advisor with relevant skills. The quorum for the panel shall be two trustees.
- In the event that a panel takes place with two trustees and a consensus cannot be achieved, further information will be shared with the trust board who will make the final decision.
- The CEO performance management panel have the delegated authority to appoint an advisor that they consider has the relevant skills.

PERFORMANCE MANAGEMENT OF CENTRAL TRUST STAFF

For central trust staff, performance management processes are delegated to the CEO.

CONSTITUTION OF THE TRUST PAY COMMITTEE

The Resources subcommittee, acting as the trust pay committee has the delegated authority of the board of trustees to agree pay progression for headteachers. The pay committee will make recommendations to the trust board about pay progression for the CEO, Chief Finance and Operations Office, School Improvement Director and Governance Director but the final decision will remain with the trust board.

The trust board will retain the responsibility for setting the pay and conditions of the CEO, Chief Finance and Operations Office, School Improvement Director and the Governance Director. Decisions on pay and conditions for other central trust staff are delegated to the CEO.

DUTIES OF THE COMMITTEE

In considering the pay progression the pay committee/trust board will:

1. Achieve the aims of the Trust Pay Policy in a fair and equal manner.
2. Observe all statutory and contractual regulations.
3. Make clear and accurate records of the reasoning behind decisions made about staff pay.
4. Ensure that, where relevant, pay progression is based upon evidence that staff meet the relevant standards and objectives set.
5. Keep abreast of any relevant developments which may require the Pay Policy to be revised.
6. Work with the CEO and CFOO so that all regulations relating to staff appraisal are complied with.

Appendix 6



Cheshire Academies Trust

Inspiring hearts and minds

Terms of Reference for Headteacher Selection and Recruitment Panel

INTRODUCTION

The trust board has delegated authority to approve the appointment of a permanent headteacher to the Headteacher Selection and Recruitment Panel. The CEO will be the 'appointing manager' for the recruitment and they will be responsible for managing a valid selection process.

CONSTITUTION OF THE TRUST HEADTEACHER SELECTION AND RECRUITMENT PANEL

The quorum for the panel will be three with membership of the panel including at least one trustee, CEO, LGB chair, or another local governor.

In making their decision to appoint a permanent headteacher the panel will ensure that all applicants are treated in a non-discriminatory way with a focus on the needs of the job and the skills required to perform it effectively.

At least one member of the panel should be trained in Safer Recruitment principles as identified by Keeping Children Safe in Education



Cheshire Academies Trust
Inspiring hearts and minds

**Terms of Reference for HR and HR
Appeals Panels**

HR Committee (three trustees/local governors to be appointed as required)

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

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

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

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:

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.

To consider any appeal against selection for redundancy

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

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.



Cheshire Academies Trust

Inspiring hearts and minds

Procedure for Suspension or Removal of Local Governors

Disqualification for Non-Attendance

Where a local governor has been absent without permission of the local governing body for all of their meetings within a six-month period, the local governing body have the delegated authority to resolve that the local governors' office be vacated.

Suspension/Removal of Local Governors

The trust board may suspend or terminate the appointment of local governor 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 that determination of appointment to be undertaken in consultation with the local governing body and could be on the recommendation of the local governing body. Grounds of suspension or termination of the appointment of a local governor might (but is not limited to) the following situations:

- If the local governor is an employee of the school and is subject to disciplinary proceedings
- If the governor is subject to court proceedings where the outcome may be that the local governor is disqualified from continuing to hold office as a local governor.
- That the local governor has acted in a way that is inconsistent with the ethos of the school and has brought, or is likely to bring, the school, the local governing body, or the office of local governor into disrepute; or
- The local governor is in breach of the duty of confidentiality to the school or to any member of staff or pupil at the school

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 local governing body or that interferes with the operation of the school

Procedures to be followed for suspension or removal of local governors:

A resolution to suspend/remove a governor has to be included on the local governing body/trust board agenda

The local governor/trustee proposing the resolution must state the reasons for the proposal and the local governor who is subject to the resolution must be given the opportunity to make a statement (before withdrawing from the meeting).

Local governors/trustee to consider all of the circumstances and decide whether the local governor should be suspended, removed from office or that no further action is necessary in the circumstances. The decision of the local governing body/trust board with reasons for the decision, will be communicated to the local governor, in writing.