

TCAT



Terms of Reference For the Trust Board and Local Governing Bodies

SECTION A : TRUST BOARD

The Challenge Academy Trust TCAT (the Trust)

Committee Terms of Reference

Introduction

As a charity and company limited by guarantee, the Trust is governed by a board of trustees (the **Board**) who have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies maintained by the Trust (the **Academies** and each an **Academy**).

In order to support the effective operation of the Trust and the Academies, the Board has established a number of committees to which it has delegated certain of its powers and functions. These terms of reference (**Terms of Reference**) set out the constitution, membership and proceedings of the committees the Board has established.

In summary, the Board has established main Board committees which are established to deal with Trust-wide matters such as audit, finance, pay and performance management (**Committees**).

The Board will review these Terms of References together with the membership of the Committees at least once every twelve months.

These Terms of Reference may only be amended by the Board. The functions, duties and proceedings of Committees set out in these Terms of Reference shall also be subject to any regulations made by the Board from time to time.

Date last approved by the Board:

7 November 2018

Date for next review:

1 Establishing the Committees

1.1 The Board has resolved to establish the following Board Committees as committees of the Board:

1.1.1 Audit and Risk committee;

1.1.2 Quality and Standards; and

1.1.3 Finance, HR and Operations Committee.

2 Membership - Board Committees

2.1 Each Board Committee shall have a minimum of three members and maximum of ten members. A majority of Board Committee members must be trustees of the Trust (**Trustees**).

2.2 The Board will appoint and remove all Committee members.

2.3 The Board will ensure that Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Board Committee functions.

2.4 The current Board Committee members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 2.

2.5 [No member of the Business Committee can be appointed as a member of the Audit & Risk Committee.]

2.6 The Trustees recognise the overriding principles of the Academies Financial Handbook published by the EFA (the **AFH**) and that the Audit & Risk Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Audit & Risk Committee the Board will adhere to the principles of the AFH and:

2.6.1 staff employed by the Trust will not be members of the Committee, but may attend meetings to provide information and participate in discussions; and

2.6.2 the Trust's CEO and other relevant senior staff will routinely attend committee meetings in the capacity set out above.

3 Chairs of Committees

3.1 The term **Chair** refers to the person appointed under this paragraph as chair of the relevant Board Committee (as appropriate).

3.2 Each Board Committee shall at the first meeting of each academic year elect a member to act as chair of the committee. The committee will elect a temporary replacement from among the members present at any meeting where the Chair is absent.

3.3 No person may act as Chair if they are an employee of the Trust.

4 Authority, remit and responsibilities of the Committees

4.1 Each Committee shall be responsible for the matters as set out in Appendix 2.

4.2 Each Committee is authorised by the Board to:

4.2.1 carry on any activity authorised by these Terms of Reference; and

4.2.2 seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.

4.3 [Save with the consent of the Board, the Committees may not establish sub-committees.]

5 Proceedings of Committee meetings

5.1 The Committees will meet as often as is necessary to fulfil their responsibilities but at least three times a year.

5.2 Any two Committee members can request that the Chair convene a meeting by giving no less than [14 days] prior notice.

5.3 The quorum for the transaction of the business of a Board Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees.

5.4 The Chief Executive Officer shall ensure that a clerk is provided to take minutes at meetings of the Board Committees.

5.5 Every matter to be decided at a meeting of a Committee must be determined by a majority of the votes of the members present and voting on the matter.

5.6 Each Committee member present in person shall be entitled to one vote.

5.7 Where there is an equal division of votes the Chair shall have a casting vote.

5.8 A register of attendance shall be kept for each Committee meeting and published annually.

5.9 Committees may invite attendance at meetings from persons who are not Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

6 Conduct of Committee members

6.1 All Committee members shall observe at all times the provisions of the Trust's code of governance.

7 Members' Interests

7.1 Committee members are required to declare any business or other interests in any item being discussed at a meeting.

7.2 Each Committee member, if present at a Committee meeting, disclose their interest, withdraw from the meeting and not vote on a matter if:

7.2.1 there may be a conflict between their interests and the interests of any of the Academies or the Trust;

7.2.2 there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or

7.2.3 they have a personal interest (this is where they and/or a close relative will be directly affected by the decision of the Committee in relation to that matter) in a matter.

8 Disqualification & Removal of Committee Members

8.1 A person shall be ineligible for appointment to a Committee and, if already appointed, shall immediately cease to be a member if the relevant individual:

8.1.1 is or becomes disqualified from holding office under the Trust's Articles of Association;

8.1.2 is or becomes disqualified from holding office as a governor of a school or academy;

8.1.3 is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people;

8.1.4 is barred from any regulated activity relating to children;

8.1.5 is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;

8.1.6 is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974);

8.1.7 has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a Committee member;

8.1.8 refuses to an application being made to the Disclosure and Barring Services (DBS) for a criminal records check;

8.1.9 commits a serious breach of the Trust's code of governance or any standing order or protocol implemented by the Board;

8.1.10 resigns his/her office by notice in writing to the relevant Chair;

9 Reporting Procedures

9.1 Within 14 days of each meeting each Committee will:

9.1.1 produce and agree minutes of its meetings;

9.1.2 provide a summary document identifying (i) decisions made, (ii) recommendations to the Board, (iii) any items for the information of the Board and (iv) items for further discussion by the Board, together with the **Committee Reports**.

9.2 The Committee Reports can be agreed by committee members by email.

9.3 The Committee Reports will be sent to the Board within [21] days of each Committee meeting.

9.4 Committees shall arrange for the production and delivery of such other reports or updates as requested by the Board from time to time.

9.5 Each Committee shall conduct an annual review of its work and the powers and functions delegated to it under these Terms of Reference and shall report the outcome and make recommendations to the Board.



Appendix 1

The Register of Committee Members

Audit & Risk Committee
Chair: Linda Waterson (T)
Philip Dyke Alan Farquharson Andy Moorcroft (T) Howard Platt (T) Linda Waterson (T) Stephen Whatmore (T)
Observers: Damian McGuire Adrienne Laing Internal Auditors - WylieBisset External Auditors - Murray Smith

Finance, HR and Operations Committee
Chair: Stuart Titchard
Graham Bratley John Monaghan (T) Andy Moorcroft (T) Anita Pailing Howard Platt (T) Stuart Titchard (T) Linda Waterson (T) Stephen Whatmore (T)
<i>Observers:</i> Damian McGuire Adrienne Laing Ben Logan

Quality & Standards Committee
Chair: Sheila Yates (T)
Jane Griffiths (T) Paul King Howard Platt (T) Andy Moorcroft (T) Lacy Muir (T) Claire Roper Carolyn Williams Sheila Yates (T) Sue Richardson (T)
<i>Observers:</i> Tim Long Vicky Briggs

Remuneration Committee
Chair: Howard Platt (T)
Andy Moorcroft (T) Howard Platt (T) Linda Waterson (T) Stephen Whatmore (T) Sheila Yates (T)

(T) Denotes Trustee

Appendix 2

Powers & Functions Delegated

Remit and Responsibilities of the Audit & Risk Committee

The powers and functions delegated by the Board to the Audit & Risk Committee are as set out below.

The Audit & Risk Committee shall have a minimum of three members and maximum of ten members. The majority of the Committee members must be Trustees. The quorum will be a minimum of two Trustees.

External Audit

- 1 To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- 2 To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- 3 To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the members of the Trust to consider at any general meeting where the accounts are laid before members.
- 4 To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- 5 To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- 6 To review the performance of the external auditor on an annual basis.
- 7 To recommend to the Board the appointment/re-appointment of the external auditor.
- 8 To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

Internal Audit

- 9 To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
- 10 To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
- 11 To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits.

Financial Management & Policies

- 12 To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts,

statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:

- critical accounting policies and practices, and any changes in them
 - decisions requiring a major element of judgement
 - the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - the clarity and transparency of disclosures
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards
 - compliance with DfE and legal requirements.
- 13 To review the Trust's policy and procedures for handling allegations from whistleblowers.
 - 14 To review the Trust's policies and procedures for handling allegations of fraud, money laundering, bribery and corruption.
 - 15 To receive reports on the outcome of investigations of suspected or alleged impropriety.
 - 16 To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.
 - 17 To ensure that any significant losses are investigated and reported to the DfE/EFA where required.
 - 18 To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
 - 19 To review the adequacy and robustness of risk registers.
 - 20 To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (e.g. from the National Audit Office).
 - 21 To review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.
 - 22 To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

General

- 23 To review or investigate any other matters referred to the Audit & Risk Committee by the Board.
- 24 To draw any significant recommendations and matters of concern to the attention of the Board.

Responsibilities of the Quality and Standards Committee

The powers and functions delegated by the Board to the Quality and Standards Committee are as set out below.

The Quality and Standards Committee shall have a minimum of three members and maximum of ten members. The majority of the Committee members must be Trustees. The quorum will be a minimum of two Trustees.

Targets

- 1 Recommending to the Trust Board for approval the educational targets of the Academies within the Scorecard

Review

- 2 Considering and evaluating performance of the Academies against KPIs set by the Central Executive Team (“CET”) in line with the Scorecard (in consultation with the relevant Local Governing Body) in relation to academics and other matters.
- 3 Working with CET in holding each academy’s leadership to account for academic performance, quality of care and quality of provision.
- 4 Monitoring the overall effectiveness and efficiency of leadership and management at the Academies.
- 5 Considering and evaluating the effective use of the Pupil Premium funding by the Academies.
- 6 Receiving reports on the quality of teaching and learning and making recommendations to the Trust Board.
- 7 Commenting and advising on the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.
- 8 Considering the aims and priorities for raising standards of achievement in each of the Academies’ strategic plans.
- 9 Receiving a report on safeguarding arrangements across the Trust annually.

Curriculum Issues & Other Matters

- 10 Considering and determining all curriculum issues, including advising the relevant [Principal/Headteacher] on each Academies’ written statement of the curriculum policy.
- 11 Receiving reports from the [Principals/Headteachers] and review student attendance, exclusions, punctuality and disciplinary matters for each Academy.
- 12 Ensuring that the legal requirements for children with special needs are met and that they are given support for learning.
- 13 Ensuring that each Academy fulfils its legal requirement to publish information about their Academy’s performance and curriculum.

Policies & Training

- 14 Receiving and considering revisions to policies which relate directly to the work of this Committee including but not limited to special educational needs, support for learning, gifted and talented students, spiritual, moral and cultural development, attendance, punctuality, behaviour, healthy schools, rewards and sanctions, home-school agreements, uniform, homework, educational visits, equal opportunities, sex and relationships and drug awareness education.
- 15 Working on behalf of the Trust Board to ensure each Academy complies with its commitment to training for all personnel.

Stakeholder Engagement

- 16 The Trust will monitor that the local governing boards are promoting partnership working between parents / carers and the Academies to promote high standards of attendance, behaviour and learning by students.
- 17 The Trust will monitor that the local governing boards are undertaking consultation with students, parents / carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.
- 18 The Trust Board will monitor that the local governing boards are ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.

General

- 19 Reviewing or investigating any other matters referred to the Committee by the Trust Board.
- 20 Drawing any significant recommendations and matters of concern to the attention of the Trust Board.

Remit and Responsibilities of the Finance, HR and Operations Committee

The powers and functions delegated by the Board to the HR, Finance & Operations Committee are as set out below.

The Finance, HR and Operations Committee shall have a minimum of three members and maximum of ten members. The majority of the Committee members must be Trustees. The quorum will be a minimum of two Trustees.

Funding

- 1 To consider each of the Academies indicative funding, notified annually by the DfE/EFA and to assess its implications for the relevant Academy. This will be in consultation with the Finance Director together with the Principal and the Business Manager of the relevant Academy, in advance of the financial year, drawing any matters of significance or concern to the attention of the Board.
- 2 To consider and recommend acceptance or non-acceptance of the Academies budgets each financial year.

Budgeting

- 3 To contribute to the formulation of the Academies strategic plans, through the consideration of financial priorities and proposals, in consultation with the relevant the Principal and the Business Manager and with the stated and agreed aims and objectives of the relevant Academy.
- 4 To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in each of the Academies' strategic plans.
- 5 To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
- 6 To consider the spending plans of other committees and report back and advise the Board.
- 7 To delegate the day to day management of the approved budget to relevant the Principal, within agreed authorisation limits.
- 8 To consider requests for supplementary expenditure and make appropriate recommendations to the Board.
- 9 To consider and act upon matters not covered by other sub-committees.
- 10 To review financial policy including consideration of long term planning and resourcing in accordance with each of the Academies' development plans.

Expenditure

- 11 To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Academies, and with the financial regulations of the Trust, drawing any matters of concern to the attention of the Board.

Financial Procedures

- 12 To 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 make recommendations for improvement.
- 13 To prepare the financial statement to form part of the annual report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the AFH)

Health & Safety

- 14 To receive each term the relevant Principal's Health and Safety report and advise as necessary.
- 15 To monitor compliance with the Academies' Health & Safety policies and statutory obligations under the Health and Safety at Work Act 1974.

Asset Management

- 16 To receive reports from the relevant Principal on the management of assets including premises and their security.
- 17 To confirm that an asset recording system is in place, including an inventory and fixed asset register for each Academy.

Property Management

- 18 To determine the use of the Academies premises and grounds outside Academies sessions with regard to the lettings and charging policy.
- 19 To ensure that the Academies premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.
- 20 To ensure the responsibilities of the Board under the Environmental Protection Act are met.
- 21 To advise the Board on environmental issues to ensure the Academies are acting as a responsible institution in its duty to conserve energy, materials and with regard to the local community.

Pay and Personnel

- 22 To prepare and submit recommendations for the adoption by the Trust Board of:
 - an appraisal [policy/performance management]; and
 - a pay policy for the Academies

- 23 To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the Academies To advise on the strategic planning of human resources.
- 24 To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the Academies To advise on the strategic planning of human resources.

Staff Grievances

- 25 To consider staff grievances where there is a referral under the grievance procedure adopted by the Board. A panel comprised of members of the Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure.

Staff Discipline/Dismissals

- 26 Under the disciplinary or capability procedures for the Principal adopted by the Trust Board, to consider formal action against the CEO and for a [panel comprised of members] of the Committee to make a determination as provided for under either procedure. The Committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.

Remit and Responsibilities of the Remuneration Committee

- 1 To ensure a consistent approach to appraisal and benchmarking of proposed pay awards has taken place
- 2 To observe all statutory and contractual obligations for staff
- 3 To keep abreast of relevant developments and to advise the Trust Board when the Trust Pay Policy needs to be revised
- 4 To receive the pay recommendations of the Chief Executive with regards to senior staff with a significant or full time Trust wide role
- 5 To receive from the Chief Executive the pay decisions regarding members the Central Executive as approved by Local Governing Body Headteacher/Principal Review Panels
- 6 To nominate up to three Trustees to conduct the Chief Executive's performance review
- 7 To receive the pay recommendation for the Chief Executive from the Chief Executive Pay Review Panel
- 8 To nominate a sub Committee of three to hear appeals from a Headteacher/Principal with regard to a Local Governing Body pay decision

Attendance

- 9 The Chief Executive will attend but withdraw as appropriate. The HR advisor will attend as required

Procedure for Reviewing Performance and Setting Trust Senior Staff Salaries

- 10 Each Local Governing Body will conduct the review/appraisal of the relevant Headteacher/Principal via a Headteacher/Principal Review Panel.
- 11 Where an academy is judged to be less than Good and/or it is deemed to have financial difficulties the Trust will nominate a member of the Central Executive Team and/or a member of the Remuneration Committee to sit on the relevant Review Panel.
- 12 Following the review, the Panel will determine, where appropriate, that the Headteacher/Principal moves up on their pay scale. The Headteacher/Principal's pay rate will then be endorsed by the Remuneration Committee. The Review Panel can also determine whether the pay range should be amended to take into account changing demands within the role.
- 13 Where a Headteacher/Principal reaches the top of their pay range and the LGB recommends a review of the pay range, the Remuneration Committee will review the request taking into account existing responsibilities and affordability
- 14 The Chief Executive Officer's performance review will be conducted by a panel consisting of representatives the Local Governing Body and the Trust Board Remuneration Committee. This panel will also set the CEO's salary. The CEO's salary would then be endorsed by the Trust Board Remuneration Committee.
- 15 Where a member of the CET has a significant cross-trust responsibility the Trust at least one target set and reviewed will be related to their cross-trust role and a member of the CET and/or Remuneration Committee will attend their review meeting
- 16 Where the CEO or member of the CET has a significant cross-trust responsibility the Remuneration Committee has the discretion to adjust the salary for the proportion of work dedicated to the cross-trust responsibility. For all post holders except the CEO the CEO would advise the Remuneration Committee on any additionality. For example where 25% of a colleagues work is dedicated to cross -trust responsibilities the Remuneration Committee can determine the salary for this proportion of work.
- 17 Any costs over and above the Local Governing Body agreed salary would be met from central Trust funds.
- 18 Staff who are centrally employed by the Trust will have their reviews conducted by the Chief Executive Officer who may in turn delegate this responsibility to another appropriate line manager. Salaries for these colleagues will be set by the CEO and endorsed by the Remuneration Committee.

SECTION B: Local Governing Bodies Terms of Reference

The Challenge Academy Trust TCAT (the Trust)

Local Governing Body Terms of Reference

Introduction

As a charity and company limited by guarantee, the Trust is governed by a board of trustees (the **Board**) who have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies maintained by the Trust (the **Academies** and each an **Academy**).

In order to support the effective operation of the Trust and the Academies, all academies have established a Local Governing Body in line with the Scheme of Delegation.

These exemplar terms of reference (**Terms of Reference**) set out the constitution, membership and proceedings of the committees for Local Governing Bodies to adopt. They should be read in conjunction with the Scheme of Delegation

Local Governing Bodies will agree their Terms of References and then review both ttheir Terms of Reference together with the membership of the Committees at least once every twelve months.

These Terms of Reference may only be amended by the Local Governing Body Board

Date last approved by the Local Governing Body:

Date for next review:

1. CONSTITUTION OF THE LOCAL GOVERNING BODY

1.1. Guidance for the constitution of each Local Governing Body

The optimum number of people who shall sit on the Local Governing Body shall be not less than five and not more than 15.

Where possible, the Local Governing Body shall have the following members:

- up to 6 members, appointed under clause 3.20.1 of the Scheme of Delegation;
- no less than one staff member, appointed under clause 3.2.2 of the Scheme of Delegation;
- no less than two parent members elected or appointed under clause 3.2.5 of the Scheme of Delegation
- no less than one community member elected or appointed under clause 3.2.11 of the Scheme of Delegation;
- the Principal

Appointments to the Local Governing Body shall be made in accordance with section 3.2 of the Scheme of Delegation.

The Trustees shall also be entitled to serve on the Local Governing Body and attend any meetings of the Local Governing Body. Any Trustee attending a meeting of the Local Governing Body shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the Local Governing Body

1.2. Term of office

The term of office for any person serving on the Local Governing Body shall be 4 years, save that this time limit shall not apply to the Principal. Subject to remaining eligible to be a particular type of member on the Local Governing Body, any person may be re-appointed or re-elected to the Local Governing Body. All members of the Local Governing Body will normally be limited to two 4-year terms of office.

1.3. Resignation, removal and disqualification

The Scheme of Delegation lays down the circumstances in which a person serving on the Local Governing Body can resign, be removed or disqualified.

2. DELEGATED POWERS

2.1. The Scheme of Delegation lays down the reserved matters that may not be delegated to the Local Governing Body.

2.2. In the exercise of its powers and functions, the Local Governing Body shall

- consider any advice given by the Principal and any other executive officer;
- have due regard to any guidelines and policies issued by the Trustees.

Any bank account in which any money of the Company in so far as it relates to the Academy is deposited shall be operated by the Trust Board in the name of the Company. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the Trust

2.3. Powers that are delegated in accordance with the Scheme of Delegation include:

- the responsibility to manage and expend all monies received on account of the Academy for the purposes of the Academy less an amount to be determined each year by the Trustees to provide central services. Costs for central services will be transparent and based on services provided.
- Enter into contracts on behalf of the academy but for contracts over and above 0.5% of the overall budget, the written consent of the Trustees is required.
- Ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook are observed at all times as well as any requirements and recommendations of the Trustees and the Secretary of State.
- inform the Trustees of any need for significant unplanned expenditure and will discuss with the Trustees (and others as the Trustees shall require) options for identifying available funding.
- Develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy.
- Maintenance of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Body, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trustees (and/or any others) as owners of such buildings and facilities.
- Develop an estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet the Local Governing Body's responsibility to ensure the buildings and facilities are maintained to a good standard.
- The Trustees and Local Governing Body may delegate such powers and functions as they consider are required by the Principal/headteacher for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Trustees and the Local Governing Body and for the direction of the teaching and curriculum at the Academy).
- The Principal shall be responsible for the appointment and management of all other staff to be employed at the Academy. The Principal may wish to involve the Local Governing Body in the appointment of Senior Staff.
- The Principal shall ensure the performance management of all staff (except the Principal) is carried out and shall put in place procedures for the proper professional and personal development of staff. The Principal's performance management will be undertaken by the Chair of the Local Governing Body supported by a trust representative where required.
- setting and review of the curriculum but shall have regard to any views of the Trustees in recognition of the Trustees' obligation to the Secretary of State to provide a broad and balanced curriculum.
- the standards achieved by the Academy and the pupils attending the Academy but shall follow such advice and recommendations of the Trustees as they might issue from time to time.
- the setting and review from time to time of the Academy's admissions policy (and shall appoint such persons as it sees fit to represent and make presentations on behalf of the Academy in any appeal process) provided that no change will be made to the admissions criteria without the written consent of the Trustees. Admission arrangements should be determined each year prior to 15 April and 18 months prior to implementation.
- Management of the "extended services agenda" and any activities designed to generate business income

- review of the academy's policies and practices on a regular basis, having regard to recommendations made by the Trustees, from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment
- provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body under this Scheme of Delegation in such circumstances.

3. FUNCTIONING OF THE LOCAL GOVERNING BODY

Appendix 1 of the Scheme of Delegation lays down the regulations for the functioning of the Local Governing Body including the appointment of the Chair and Vice Chair, appointment of committees and delegation of powers to the Principal/ Headteacher, and the management of meetings including clerking.

4. LINK GOVERNORS

The Local Governing Body will appoint Link Governors in the following areas:

- Quality of education
- Vulnerable groups
- Safeguarding, behaviour & welfare
- Personal development
- Health & safety/premises
- Leadership (including finance & personnel)
- Church/Diocesan representation (if appropriate)

5. LOCAL GOVERNING BODY MEETINGS

5.1. The recommended structure for Local Governing Bodies in the Trust is for one full meeting to be held every half-term with an alternating focus on

- Education Provision
- Business, finance and personnel

5.2. Additional committees may be established as required for areas such as exclusions and complaints

5.3. Additional standing sub-committees may be established as required

5.4. The recommended standard agenda items are listed in Appendix 2

6. TRUST COMMUNICATIONS

The Trust is committed in ensuring that all stakeholders across The Challenge Academy Trust are in receipt of strong, cohesive and engaging communication. This supports in the understanding of its vision and structure as well as keeping all stakeholders up to date with strategic objectives and organisational messages. Appendix 3 sets out the Trust strategy.



Appendix 1

The Register of Local Governing Body Members and Committees

Local Governing Body
Chair:
Governors:
Observers:

Schedules for committees to be added as required.

Appendix 2

Standard Items for Local Governing Body Meetings

Autumn Education focus	Autumn BFP focus
<ul style="list-style-type: none"> • Scheme of delegation, structure, terms of reference • Elect chair/vice-chair & link roles • Agree/sign code of conduct • Agree LGB objectives for year • Review & confirm academy's vision & values statement, pupil premium/sports premium/Y7 catch up action plans • Results analysis • Approve Scorecard & PAP (Education) • Issue skills audit • Issue safeguarding training & KCSIE • Link governor feedback on quality of education, vulnerable groups, personal development • Primary: confirmation of statutory assessment arrangements 	<ul style="list-style-type: none"> • Issue Academies' financial handbook • End of year accounts • Monthly management accounts • H&S (& link gov feedback) • Buildings & premises • Safeguarding & welfare (& link gov feedback) • Staffing & HR • Behaviour & attendance (& link gov feedback) • Approve Scorecard & PAP (business) • Consult on admissions • Appraisal recommendations & pay • Term time arrangements
Spring Education focus	Spring BFP focus
<ul style="list-style-type: none"> • Agree curriculum model and staffing structure for next academic year • Quality of Education review • Review progress of vulnerable groups • Link governor feedback on quality of education, vulnerable groups, personal development • Scorecard & PAP (Education) review • Feedback from skills audit • Review progress against LGB objectives 	<ul style="list-style-type: none"> • End of year accounts • Monthly management accounts • H&S (& link gov feedback) • Buildings & premises • Safeguarding & welfare (& link gov feedback) • Staffing & HR • CEIAG • Behaviour & attendance (& link gov feedback) • Review progress against Scorecard & PAP (business)
Summer Education focus	Summer BFP focus
<ul style="list-style-type: none"> • Quality of Education review • Review progress of vulnerable groups • Link governor feedback on quality of education, vulnerable groups, personal development • Scorecard & PAP (Education) review • Feedback from skills audit • Review progress against LGB objectives 	<ul style="list-style-type: none"> • Approve budget for next academic year • End of year accounts • Monthly management accounts • H&S (& link gov feedback) • Buildings & premises • Safeguarding & welfare (& link gov feedback) • Staffing & HR • Behaviour & attendance (& link gov feedback) • Review progress against Scorecard & PAP (business)

Appendix 3

Trust Communications with Local Governing Bodies

The Trust is committed to ensuring that all stakeholders across The Challenge Academy Trust are in receipt of strong, cohesive and engaging communication. This supports in the understanding of its vision and structure as well as keeping all stakeholders up to date with strategic objectives and organisational messages.

Governors are also offered professional development across the year along with regular information sharing and opportunities to meet with The Executive Team.

The table below details our main areas of activity with governors for the academic year 2020 to 21:

Term	Events
Autumn 1	<ul style="list-style-type: none"> • Meeting with the CEO • TCAT Cares • Monthly accounts
Autumn 2	<ul style="list-style-type: none"> • CEO report • TCAT Times • Monthly accounts • Headteacher Appraisal Meetings
Spring 1	<ul style="list-style-type: none"> • Professional development session • Heads Up Governor Edition • TCAT Cares • Monthly accounts
Spring 2	<ul style="list-style-type: none"> • CEO report • TCAT Times • Meeting with the Executive team • Monthly accounts • Headteacher appraisal mid-year reviews
Summer 1	<ul style="list-style-type: none"> • TCAT Cares • Heads Up Governor Edition • Meeting with the Executive team • Monthly accounts
Summer 2	<ul style="list-style-type: none"> • CEO report • Professional development session • TCAT times • Monthly accounts

Across the academic year:

- School improvement reports will also be sent directly to all Chairs of Governors across the year as part of the annual peer to peer review cycle.
- Business support meetings will be held twice yearly and all governors are welcome to attend. These meetings are an opportunity to meet with all members of the operation team to look at the academy across the heading of education, finance, HR and staffing and estates and operations in the short, medium and long term.
- Members of the operational team will also attend LGB meetings as required.

In addition, the Trust has a service level agreement with Entrust Governor Services and as a result, has been able to source discounts for academies wishing to purchase the clerking service. Within this facility there are further training opportunities as well as regular updates and news to support governance. The Governor Hub Health check is also a useful resource to guide governing boards with self-review, using the Ofsted framework.