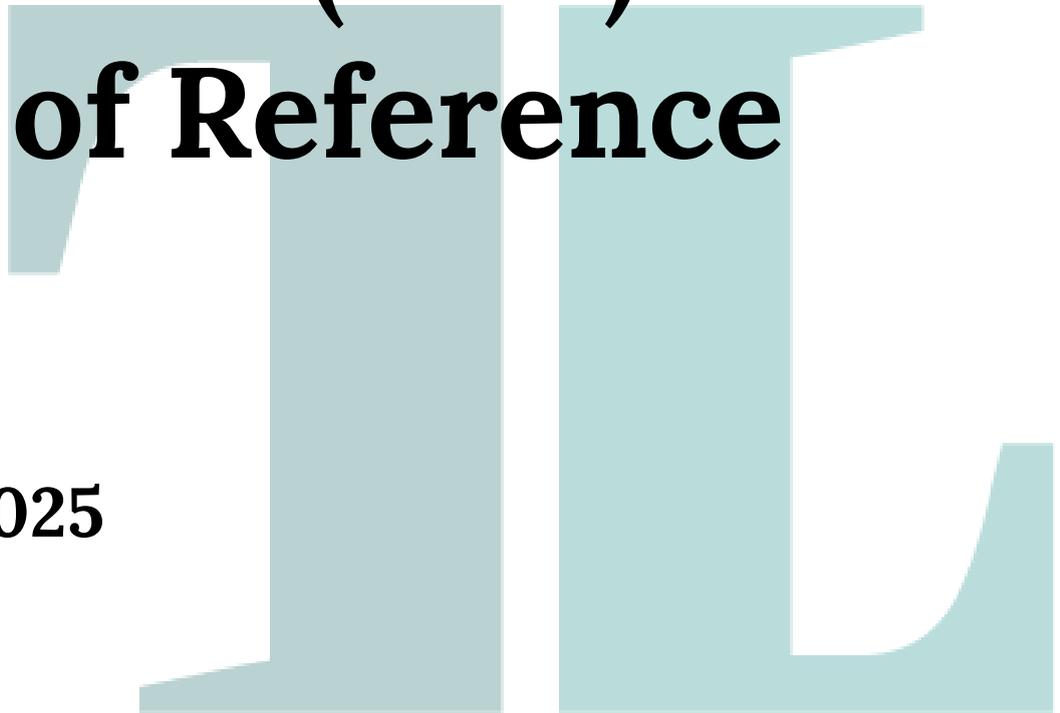




Transforming Lives
EDUCATIONAL TRUST

**Audit and Risk
Committee (ARC)
Terms of Reference**

November 2025



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1 - The TLET Way

Transforming Lives Educational Trust (TLET/The Trust) is a family of academies. Every TLET policy is rooted in and reflects our ambitions for pupils, students and wider stakeholders alike.

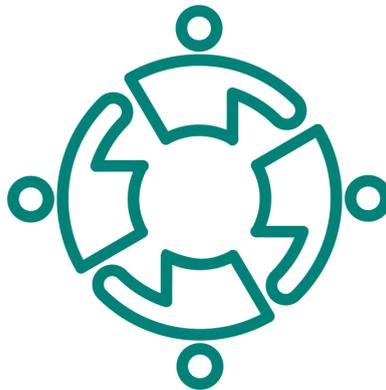
OUR AMBITIONS - As a Trust family, our shared ambitions drive everything we do, we call this 'The TLET Way'.

Through the transformative values of courage, kindness and loyalty, together we:



NURTURE POTENTIAL

We flourish in the places we create together.



INSPIRE COMMUNITY

We champion each other to make a difference.



DELIVER EXCELLENCE

We strive to achieve our best.

2 – Introduction

- 2.1 Transforming Lives Educational Trust (the ‘Trust’) is a charitable company limited by guarantee, (company number 07515832) and is an exempt charity. For the purpose of company law, the Trustees of Transforming Lives Educational Trust are Directors of the charitable company.
- 2.2 The Trust is formally recognised by the Secretary of State for Education as a Multi-Academy Trust in accordance with the [Academies Act 2010](#) and through the contractual instrument of the [Transforming Lives Educational Trust Master Funding Agreement](#).
- 2.3 The Terms of Reference as set out below are general in content and form part of a suite of documents adopted by the Transforming Lives Educational Trust (TLET) as the governance framework for the oversight and management of TLET’s community of academies. The principle aims are to:
- Ensure clarity of vision, ethos and strategic direction;
 - Hold executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff;
 - Oversee the financial performance of the organisation and make sure its money is well spent.
- 2.4 The Terms of Reference as set out here must be read in conjunction with the Trusts’ governance framework documents. These include the Trust’s internal documentation and pertinent external publications. For a list of related documents, see page **9**

3 – Context

- 3.1 The Trust Board has established an Audit and Risk Committee (ARC), which in addition to business regulatory acknowledged good practice with regard to audit and risk, also incorporates financial management oversight.
- 3.2 The ARC is a subcommittee of the Trust Board, being established to support Board and the Executive in their responsibilities for ensuring the adequacy of risk management, internal control, governance arrangements and the efficient and effective use of public funds.

4 – Purpose

- 4.1 The ARC will review the comprehensiveness of assurances for the Trust Board and Executive and review the reliability and integrity of those assurances.

5 – Scope and Remit

- 5.1 Approved by the Board of Trustees at their first meeting of the academic year, the ARC adopts an annual standard agenda.
- 5.2 The ARC provides a report (written and/or verbal) to the Board of Trustees on a regular basis as set out in the Board of Trustees Annual Schedule and at other such times as the ARC deems necessary.
- 5.3 The ARC’s role is to support the Trust Board and Accounting Officer in monitoring the adequacy of the organisation’s corporate governance, fiscal management controls and through:

- Offering objective advice on issues concerning the operational and financial impact and risk control of governance of the organisation and associated assurances provided by internal and external audit and other processes;
- Constructively challenging, where and when appropriate, executive decisions to ensure that such decisions withstand scrutiny and represent/achieve value for money in the light of the available evidence.

5.4 The ARC will review and advise the Trust Board and the Accounting Officer on the following matters:

5.4.1 Regulatory

- 5.4.1.1 the annual report and governance statement;
- 5.4.1.2 that the annual fiscal statements represent fairly the financial position of the Trust.
- 5.4.1.3 that the accounting policies are in place and are appropriate and comply with the relevant and current requirements, particularly the [Charities Statement of Recommended Practice](#) (SORP) and [ESFA's Accounts Direction](#);
- 5.4.1.4 that there has been a robust process in preparing the accounts and annual report;
- 5.4.1.5 whether the accounts and annual report have been subjected to sufficient review by management and by the Accounting Officer before they are reviewed and approved by the Trust Board;
- 5.4.1.6 that budgetary forecast submissions are presented in accordance with regulatory demand and timeframes;
- 5.4.1.7 upholding standards of propriety in the Trust's business ;
- 5.4.1.8 achievement of value for money.

5.4.2 Audit & Scrutiny

- 5.4.2.1 the plans for internal and external audit, including assessing priorities and promotion of understanding of the role of audit within the Trust;
- 5.4.2.2 the results of internal and external audit work, including individual audits, progress, remedial actions and annual reports, and management letters;
- 5.4.2.3 the adequacy of management responses to issues raised by internal and external audit; and implementation of internal audit recommendations and timescales;
- 5.4.2.4 the appointment of internal auditors;
- 5.4.2.5 the performance of internal and external audit services;
- 5.4.2.6 the requirements for, and the process for, the appointment of the external auditor.

5.4.3 Financial Practices

- 5.4.3.1 whether suitable processes are in place to ensure accurate financial records are kept;
- 5.4.3.2 whether suitable processes are in place to ensure regularity and propriety are achieved;
- 5.4.3.3 whether issues raised by the external auditors have been given appropriate attention;
- 5.4.3.4 review the external auditor's annual management letter;
- 5.4.3.5 whether there is an appropriate anti-fraud policy in place, and whether losses are suitably recorded;
- 5.4.3.6 that when new or novel accounting treatments arise, whether appropriate advice on accounting treatment has been taken;
- 5.4.3.7 the business planning assumptions and preparations of budgets takes into account best available information/data;
- 5.4.3.8 that management account data is challenged and reviewed to determine risk factor.

5.4.4 Risk Management

- 5.4.4.1 the adequacy of the Trust's assurance arrangements relating to the management of risk and Trust governance, including discussion with the external auditor regarding the nature and scope of the forthcoming audits;
- 5.4.4.2 the effectiveness of the Risk Register as a key business management control instrument;

- 5.4.4.3 the processes for assessing, reporting, mitigating and owning business risks and their financial implications, including the capability of the organisation's internal reporting system to provide early warning of control failures and emerging risks;
- 5.4.4.4 the adequacy of systems of quality assurance for the Trust's core activities;
- 5.4.4.5 review of Trust's policies pertinent to the scope and remit of ARC and specifically the Trust's policies for whistleblowing, cyber and information security;

6 – Composition

- 6.1 The ARC will have a maximum of 5 and no fewer than 3 Trustees as members. The Chair of the Trust Board will not be a member of the Committee. The Chair of the Trust Board may however attend meetings on the invitation of the Chair of ARC.
- 6.2 The Chair of the ARC will be elected annually by the Trust Board from any of its members except the Chair.
- 6.3 All ARC members will be non-executive and appointed to the ARC by the Trust Board, on the recommendation of the Chair of the Trust Board. At least one ARC member shall have recent and relevant financial or risk management experience. The Trust Board may also appoint or co-opt one or more independent external non-voting members. The members/attendees of the ARC may recommend such appointments to the Trust Board.
- 6.4 All appointments shall be made with due regard to the need to understand the Trust's objectives, structure and culture, and other legislative and accountability contexts within which it operates. ARC members should collectively possess knowledge and skills in accounting, risk management, audit, financial governance and technical issues relevant to the business and strategic management of the Trust.
- 6.5 Members should declare conflicts of interest not previously notified.

7 – Rights

- 7.1 The ARC shall be entitled to:
 - 7.1.1 sufficient resources to carry out its duties, including access to the Trust's governance and business resources;
 - 7.1.2 appropriate and timely training, both in the form of an induction programme for new members and on-going basis for all members;
 - 7.1.3 procure specialist ad-hoc advice at the expense of the Trust, subject to confirmation from the Trust Board that funds are available;
 - 7.1.4 seek any information it requires in order to perform its duties from any employee of the Trust;
 - 7.1.5 call any employee to be questioned at a meeting of the ARC as and when required;
 - 7.1.6 publish in the Trust's annual report details of any issues that cannot be resolved between the ARC and Trust Board;
- 7.2 Representatives of the external audit will have free and confidential access to the Chair of the ARC.

8 – Other Matters

- 8.1 The term of office for ARC members will be for a period of 3 years, extendable for up to a maximum of a further 3 years at the discretion of the Trust Board. ARC members who are members of the Trust Board may stand down with the consent of the Trust Board and their service will discontinue if they no longer serve as members of the Trust Board.

- 8.2 The ARC shall arrange for annual reviews of its own performance, including self-assessment and external independent review, and annually review its constitution and Terms of Reference to ensure that it is operating at maximum effectiveness, recommending any changes it considers necessary to the Trust Board approval
- 8.3 All ARC members are expected to undertake an appropriate programme, facilitated by the CEO, of engagement within the Trust and its activities to help them understand its objectives, business needs, priorities and risks.
- 8.4 The Trust Board will ratify the role and Terms of Reference of the ARC at the start of each academic year and ensure alignment with the Trust's wider systems of governance.

9 – Term of Office

- 9.1 The term of office for ARC members will be for a period of 3 years, extendable for up to a maximum of a further 3 years at the discretion of the Trust Board. ARC members who are members of the Trust Board may stand down with the content of the Trust Board and their service will discontinue if they no longer serve as members of the Trust Board.
- 9.2 When the term of the Chair of the ARC is due to expire, a managed transition process will be followed.

10 – Governance Professional

- 10.1 The Chair of the Trust Board shall ensure a governance professional is available to service ARC meetings.
- 10.2 The clerk shall not be a trustee, nor deemed to be a member of ARC.

11 – Quorum

- 11.1 A duly convened meeting of the ARC at which more than 50% of voting members is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the ARC.
- 11.2 The Chair of the Trust Board may nominate alternative Trust Board delegates if one or two members of the ARC cannot attend a meeting.
- 11.3 When matters are decided by the ARC through a vote, the Chair shall have a casting vote in the event of an equal division of votes.

12 – Reporting and Responsibilities

- 12.1 The ARC Chair will formally report to the Trust Board after each meeting as well as providing pertinent summary to all Board sub-committees, inc. LGBs.
- 12.2 The ARC Chair will provide an annual report to the Trust Board, timed to support the preparation of the annual governance statement, summarizing its conclusions from the work it has done during the year.

13 – Frequency and Conduct of Meetings

- 13.1 The ARC will meet as often as is necessary to fulfill its responsibilities but at least three times a year, once in each of the Autumn, Spring and Summer terms.
- 13.2 Meetings shall normally be face-to-face. However, if circumstances dictate, meetings can be facilitated via video conferencing.
- 13.3 All meetings will be chaired by the Chair of the ARC. In the absence of the Chair the remaining members present shall elect one of their number to chair the meeting.
- 13.4 The ARC may ask any or all of those who normally attend but who are not members to withdraw from the discussion of particular matters to facilitate open and frank discussion.
- 13.5 There should be one meeting a year where the ARC meets the auditors without the Chair of the Trust Board of officers of the Trust present.

14 –Attendance at Meeting

- 14.1 ARC meetings will normally be attended in a non-voting capacity, by the:
- 14.1.1 Chief Executive Officer
 - 14.1.2 Chief Financial Officer
- 14.2 Trustees shall attend ARC meetings at a level of attendance so as to ensure proper business practice and continuity.
- 14.3 Sustained irregular attendance of two consecutive absences and/or three within a year will prompt an attendance review with the chair, which could result in a meeting with the Chair. Which could result in termination of the Trustee's membership of the ARC.
- 14.4 Members of the ARC may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
- 14.5 A register of attendance shall be kept for each ARC meeting and published annually.