



Terms of Reference for the Council of Management

Revised July 2026

1. Purpose

The Council of Management (CofM) is ACAT's senior operational forum. It provides oversight, and decision making for the effective running of ACAT's day to day and medium-term operations.

The day-to-day running of each of ACAT's functions is delegated to the committee chairs and administration manager through this forum.

The Council acts as the organisation's **consultation and development group for strategy and planning**, with the **Board of Trustees retaining final approval** for all strategic, constitutional, and financial decisions.

2. Responsibilities

The Council of Management is responsible for:

Operational Oversight

- Ensuring the smooth running of ACAT's operational functions, including training, accreditation, membership, ethics, CPD, and administrative processes.
- Monitoring delivery of committee work and organisational activities.
- Identifying operational risks and escalating them to the Board where appropriate.

Strategic Consultation

- Reviewing and shaping proposals for ACAT's strategic direction, business planning, and organisational development.
- Providing expert input from committees and operational leads to inform Board decision making.
- Acting as a forum for discussion of emerging issues, sector developments, and organisational priorities.

Coordination and Communication

- Ensuring consistency of approach across ACAT's functions.
- Supporting implementation of Board approved strategies, policies, and plans.

Decision Making

- Making operational decisions within delegated authority from the Board.
- Recommending strategic decisions, policy changes, and major developments to the Board for approval.

3. Membership

The Council of Management is comprised of:

- **Board Members** (as designated by the Board of Trustees)
- **Chairs of ACAT Committees**, including but not limited to:
 - Training Committee
 - Ethics Committee
 - Examination Board
 - EDI Committee
 - Other committees as constituted
- **Chief Executive Officer (CEO)**
- **Administration Manager**
- Additional attendees may be invited for specific agenda items as required.

4. Chairing

- The Council of Management is chaired by the **CEO**.
- In the Chair's absence, a deputy may be nominated for that meeting.

5. Meetings

- The Council meets **six times per year** as part of ACAT's governance cycle.
- **Additional meetings** may be convened by the Chair when required (e.g. urgent operational matters, strategic developments, regulatory changes).
- Meetings may be held online or in person.

6. Reporting and Accountability

- The Council of Management **reports to the Board of Trustees** via reports presented by the CEO.
- Minutes or summary reports of each meeting will be available to the Board.
- Recommendations requiring Board approval will be clearly identified.
- The Council is accountable for ensuring that operational decisions align with ACAT's charitable objectives, policies, and regulatory obligations.

7. Delegated Authority

The Council may make decisions on:

- Operational matters within approved budgets
- Implementation of Board approved strategies

The Council **may not**:

- Approve budgets or financial commitments outside delegated limits
- Amend the constitution or governance structure
- Approve strategic plans, policy changes, or regulatory submissions
- Make decisions reserved for the Board under charity law or ACAT's articles

8. Review

These Terms of Reference will be reviewed every three years or earlier if required by the Board of Trustees.

Agreed and approved by ACAT's Board of Trustees March 2014; updated July 2023; revised July 2026