

# DIocese OF NOTTINGHAM

Our Lady of Lourdes Catholic Multi-Academy Trust  
Scheme of Delegation

September 2019

## Introduction

This *Scheme of Delegation* has been adopted by the directors from the effective date in accordance with the provisions of the *Articles of Association* and it should be read in conjunction with them.

As a charity and company limited by guarantee, the Catholic Multi-Academy Trust Company is governed by the board of directors which is responsible for and oversees the management and administration of the Catholic Multi-Academy Trust Company and the academies within it. The Directors have overall responsibility and ultimate decision-making authority for all the work of the Catholic Multi-Academy Trust Company. These responsibilities are largely carried out through strategic planning and the setting of policy.

The Trust, as defined under the Academies Act 2010, is an exempt charity; academies and Academy Trusts are not registered or directly regulated by the Charity Commission but rather the Secretary of State for Education as Principal Regulator. As an exempt charity Our Lady of Lourdes Catholic Multi Academy Trust must have charitable purposes and apply them for public benefit. Our Lady of Lourdes Catholic Multi Academy Trust is also a registered company in England and Wales (registration number 07743523). The Master Funding agreement between Our Lady of Lourdes Catholic Multi Academy Trust and the Secretary of State for Education sets out the terms and conditions to which grant funding is made.

Each academy is a Catholic school, designated as such, the Directors are accountable to the Bishop of Nottingham to ensure that each academy is conducted as a Catholic school in accordance with Canon Law and the teachings of the Roman Catholic Church so that, at all times, the academy may serve as a witness to the Catholic faith in Our Lord Jesus Christ. The Directors are also accountable to external government agencies including the Charity Commission, the Department for Education and the Education and Skills Funding Agency (including any of their successor bodies).

## Responsibilities of the Bishop and the Diocesan Education Service

Canon Law provides that each diocesan bishop has strategic responsibility to commission sufficient school places to meet the needs of baptised Catholic children resident in his area. A Catholic school is one which is recognised as such by the diocesan bishop. Canon 803 provides the definition of a Catholic school. Canon 803§1 provides that a school is Catholic if:

- (a) It is controlled<sup>1</sup> by a diocese or religious order; or

---

<sup>1</sup> The 'control' specified in canon 803 is normally established where the diocese or religious order owns the school and appoints the governing body (or at least a majority of it).

(b) It is acknowledged in a written document as Catholic by the diocesan bishop.

All Catholic schools are subject to the jurisdiction of the diocesan bishop, even those that are not in diocesan trusteeship. Canon 806§1 states:

*The diocesan bishop has the right to watch over and inspect Catholic schools in his territory...and has the right to issue directives concerning the general inspection of Catholic schools...those who are in charge of Catholic schools are to ensure, under the supervision of the local Ordinary<sup>2</sup>, that the formation given in them, including its academic standards, are at least as outstanding as that in other schools in the area.*

In respect of his schools the bishop has the legal right to appoint (and remove) an overall majority of directors and governors, who are known as foundation directors and foundation governors. In addition to all the other legal responsibilities of the Academy Trust Company, the law recognises that foundation directors/governors are appointed specifically to ensure:

- That the Catholic character of the school is preserved;
- That the school is conducted in accordance with its trust deed; and
- That the Religious Education curriculum is in accordance with the bishop's policy for his diocese, based on the Bishops' Conference *Curriculum Directory for Religious Education*.

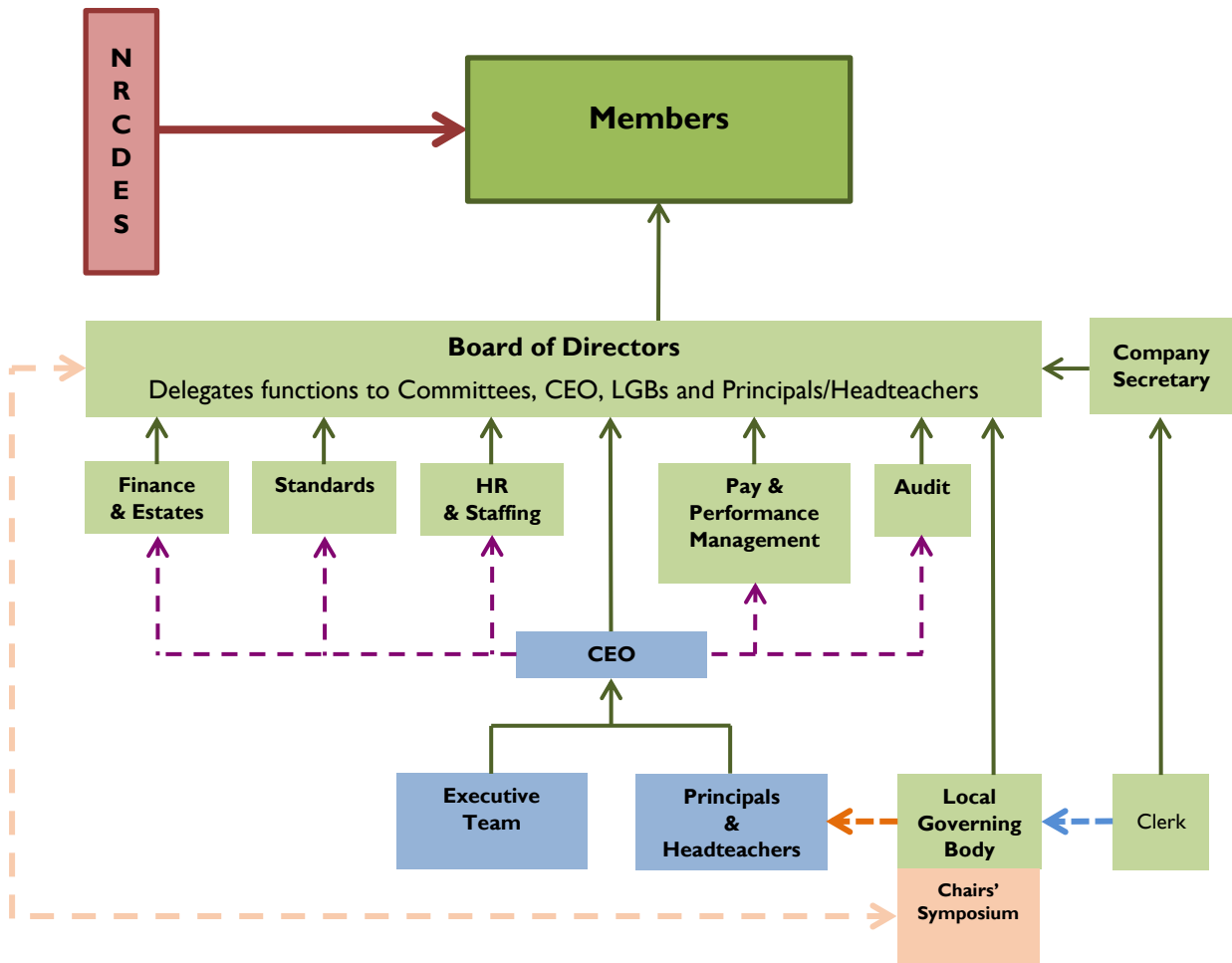
The diocesan bishop, acting through his Director of Education, is responsible for:

- The provision and future development of excellent Catholic education throughout the diocese
- The oversight of high educational standards, progress and outcomes in all diocesan schools
- The appointment, development and training of foundation directors and governors and their removal
- The inspection of the religious life of schools and RE (section 48/diocesan canonical inspections)
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with diocesan protocol)
- The oversight of school buildings/estates and capital projects
- Planning of school place provision
- Engaging with the Regional Schools Commissioner and Ofsted
- Maintaining links with the Catholic Education Service and the government

---

<sup>2</sup> 'Ordinary' includes the diocesan bishop and those, such as Vicars General and Episcopal Vicars, exercising Ordinary jurisdiction on his behalf as well as to describe the relevant Religious Superior in respect of religious order schools, and this also includes their respective representative officers.

# Governance Structure and Lines of Accountability



## KEY

- Safeguards the diocesan vision for Catholic Education
- Formal Accountability
- - - Updates on Progress
- - - Monitors and scrutinises performance through support and challenge
- - - Professional advice, in line with Scheme of Delegation
- - - Provides advice and feedback

- The Members (one of whom is the Bishop of Nottingham) appoint (and remove) the Directors.
- The Catholic Multi-Academy Trust Company Board of Directors (The Board) is responsible for the following core functions:
  - ensuring clarity of vision, Catholic ethos and strategic direction;
  - holding the Chief Executive Officer to account for the educational performance of the Catholic Multi-Academy Trust Company's academies and their pupils, and the performance management of staff;
  - overseeing the financial performance of the Catholic Multi-Academy Trust Company and making sure its money is well spent.
- The Board appoints the CEO, to whom it delegates responsibility for delivery of the vision and strategy and will hold the CEO to account for the conduct and performance of the Catholic Multi-Academy Trust, including the performance of the academies within the Trust, and for its financial management.
- In turn, the CEO line manages other senior executives and the principals/headteachers, setting their targets and performance managing them.
- The Board constitutes committees for:
  - Standards
  - Finance & Estates
  - HR & Pay
  - Audit & Risk

The areas of Catholic Life and safeguarding are retained at board level. At least three Directors must sit on each of the above committees.

- The Board constitutes local governing bodies (LGB). These are also committees of The Board. The Board delegates some of its academy level monitoring and scrutinising functions to the LGBs, and uses these committees to:
  - promote the vision of the Catholic Multi-Academy Trust Company;
  - promote and develop Catholic Life;
  - monitor the school development plan;
  - support and challenge the principal/headteacher;
  - maintain and develop relationships with staff, parents and the parish community
  - ensure arrangements for safeguarding pupils and staff in the academy are fully compliant with statutory requirements.

Directors may attend LGB meetings but are not required to sit on LGBs. The LGB will report regularly to The Board on the performance of the academy and progress against the school development plan and the other core objectives for the LGB. The CEO and The Board will report regularly to the LGB on CMAT development and progress against the core objectives for the CMAT. The CEO will, following the procedure set out in the '*CMAT Guidance on*

*Performance Management*, seek input from the Chair of the LGB when undertaking the academy principal/headteacher/executive headteacher's performance management.

- Whilst the principal/headteacher is being line managed by the CEO, the LGB will support them to hold the principal/headteacher to account on the Catholic Life of the school, standards and the delivery of the school development plan. Should the LGB have concerns about the performance of the principal/headteacher then these concerns will be reported to The Board following the procedure set out in the *Appraisal Policy and Procedure*.
- The LGB will also review the performance of the CMAT central functions and the CEO and will report their considerations to The Board.

## Roles and Responsibilities

### The role of the Members

The Members of the Catholic Multi-Academy Trust Company are guardians of the governance of the Trust, they safeguard the Bishop's interests and as such have a different status to Directors. They are the signatories to the *Memorandum of Association* and agree the Catholic Multi-Academy Trust Company's *Articles of Association*. Members are also responsible for approving any amendments made to the *Articles of Association*. The *Articles of Association* describe how the Catholic Multi-Academy Trust Company will be constituted. The Members appoint Directors to ensure that the Catholic Multi-Academy Trust Company's charitable objects are carried out and will remove Directors if they fail to fulfil their responsibilities. The Board submits an annual report on the performance of the Catholic Multi-Academy Trust Company to the Members.

There will be seven Members, one of whom will be the Bishop of Nottingham. One of the Members will be appointed as a Director of the Academy Trust Board. Members are not permitted to be employees of the Catholic Multi-Academy Trust Company.

The Members will hold The Board to account on standards and the delivery of the Bishop's vision for CMATs in the Diocese of Nottingham. The NRCDES will support the Members in this function.

The Members of the CMATs in the Diocese of Nottingham as of 1 September 2019 are:

- Rt Rev Patrick McKinney (Bishop of Nottingham)
- Rev Simon Gillespie (Episcopal Vicar for Catholic Education)
- Mr David Lawes (Financial Secretary for the Diocese of Nottingham)
- Mr Kenneth Daly (Chair of the Our Lady of Lourdes Catholic Multi-Academy Trust)
- Mr George Krawiec (Chair of the St Thérèse of Lisieux Catholic Multi-Academy Trust)
- Mrs Sarah Noon (Chair of the St Thomas Aquinas Catholic Multi-Academy Trust)
- Mrs Jacqueline Rodden (Chair of the St Ralph Sherwin Catholic Multi-Academy Trust)

## The role of the Directors

The Catholic Multi-Academy Trust Company is a charitable company and so Directors are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. As Directors of the Catholic Multi-Academy Trust Company are bound by both charity and company law, the terms ‘trustees’ and ‘directors’ are often used interchangeably. The Nottingham Roman Catholic Diocesan Education Service uses the term ‘Director’ as it avoids the possible confusion caused when referring to the ‘Diocesan Trustees’. Employees will be referred to as Executive Directors.

The Directors are responsible for the general control and management of the administration of the Catholic Multi-Academy Trust Company, and in accordance with the provisions set out in the *Memorandum of Association, Articles of Association* and its funding agreement, the Directors are legally responsible and accountable for all statutory functions, for the performance of all academies within the Catholic Multi-Academy Trust Company, and must approve a written *Scheme of Delegation* of financial and other powers that maintain robust internal control arrangements.

The Directors are responsible for the prudent management of all resources including financial. All companies are required under company law to produce accounts that give a true and fair view and follow UK accounting standards.

The Directors must comply with:

- Any guidance issued by the Diocese under Canon Law
- The general law of charity
- Company law
- Tax law
- The Education and Skills Funding Agencies’ current *Academies Financial Handbook*
- The terms of the Master and Supplemental Funding Agreements
- The terms set out in any additional grant funding

The Board has the right to review and adapt its governance structure at any time which includes removing or amending its *Scheme of Delegation* with the prior written consent of the Members.

## The role of Academy Trust Committees

The Board will establish committees to carry out some of its governance functions which may include making decisions, and any decisions so made will be deemed decisions of The Board. The membership (there must be at least three Directors) and responsibilities of committees are set out in each committee’s terms of reference. The Board will appoint committee chairs and committee members according to their skills.

## **The role of Local Governing Bodies (LGBs)**

The Board will establish local governing bodies (LGBs) to carry out some of its academy level governance functions. The LGB will be a committee of The Board. The Board will approve the appointment of the Chair of the LGB. The Chair and Vice Chair must be foundation governors.

The LGB is responsible for ensuring that there are two parent governors and that all reasonable steps are taken to fill any vacancy for the position of parent governor, appointing to the post only where it has not been possible to fill the post through an election process open to any present parent at the academy.

As a committee of The Board, delegation to the LGB can be reduced or removed at any time, although only with the prior written consent of the Members via a written submission from The Board to the NRCDES. All delegations including those that have been reduced or removed should be reviewed annually by The Board will make a written request to the Members through the NRCDES for any change to the arrangements previously agreed with them and including an extension of any arrangement beyond one year.

The Board may determine to establish an Interim Executive Board (IEB) at an academy if there are specific concerns. At the time of establishing the IEB, The Board will explain the reasons for the IEB and the criteria for it to be removed. The Board will confirm this in the IEB terms of reference which will be given to the LGB. This information will also be communicated to the NRCDES.

There will be a minimum of six local governors of whom two will be parent governors, the remainder will be foundation governors appointed by the Bishop of Nottingham. All foundation governors will be practising Catholics unless the Bishop of Nottingham allows special dispensation.

A local governor term of office will be normally be four years, with a maximum of 3 consecutive terms at the same academy. Any parish priest appointed as a foundation governor shall not be subject to this restriction and shall be able to serve such terms as are required. A local governor may serve more than 3 consecutive terms if these are not at the same academy.

Foundation governors may be removed from office by the Bishop of Nottingham. Parent governors may be removed from office by the LGB following agreement of the CMAT Board.

All governor appointments will follow an analysis of the most recent skills audit for the LGB with the successful candidate most closely matching the requirements of the LGB at that time.

## **The role of the Chief Executive Officer (CEO)**

The CEO has the delegated responsibility for the day to day operation of the Catholic Multi-Academy Trust Company including the performance of the Academy Trust Company's academies and so the CEO performance manages the academy principals/headteachers with input from the chair of the local governing body.

The CEO is the accounting officer so has overall responsibility for the operation of the Catholic Multi-Academy Trust Company's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the Catholic Multi-Academy Trust Company. The CEO will delegate executive management functions to the executive management team and is accountable to The Board for the performance of the executive management team.

## **The role of the Academy Principal/Headteacher**

The academy principal/headteacher is responsible for the day to day management of the academy and is managed by the CEO but reports to the LGB on matters which have been delegated to it including monitoring and scrutiny of the school development plan, Catholic Life and safeguarding.

### **Additional Information**

The Bishop of Nottingham (or his representative) may attend any meeting of The Board (including committees) and of any local governing body; no item may be deemed confidential.

## **Employees**

The Catholic Multi-Academy Trust Company is the employer of all the staff in the individual academies within the Trust. The Directors will have a strategic vision for the Trust and will need to ensure that the correct staffing structure is in place to meet the needs of the Trust as a whole and of the academies within it

## **Finances**

All academies within the Catholic Multi-Academy Trust Company must contribute a proportion of their budget to a central Trust fund in order that it can operate effectively as stipulated by The Board (and authorised by the Members). This will include a contribution, agreed from time to time, which will be made to the Nottingham Roman Catholic Diocesan Education Service by each trust to assist the NRCDES to carry out its work.



## Complaints Procedure

The Catholic Multi-Academy Trust Company has a statutory duty for implementing a complaints procedure for all schools within its trusteeship and does this in accordance with this *Scheme of Delegation*.

The Nottingham Roman Catholic Diocesan Education Service has no authority to be party to any investigation or decision relating to a complaint made at academy or at Trust level about an academy, with the following exceptions where complaints are made about:

- Religious Education
- Collective Worship
- Relationships and Sex Education (RSE)
- Catholic ethos and mission

The Catholic Multi-Academy Trust Company is a public company and so is publicly accountable as to how it conducts its business. It must adopt a complaints procedure which is produced by the Nottingham Roman Catholic Diocesan Education Service and which is reviewed periodically.

## GOVERNANCE

<b>Note: 'A', denotes advisory function with direction of advice</b>	<b>Members</b>	<b>The Board</b>	<b>Finance &amp; Estates</b>	<b>Standards</b>	<b>HR &amp; Pay</b>	<b>Audit &amp; Risk</b>	<b>CEO &amp; Exec</b>	<b>LGB</b>	<b>Headteacher</b>
Members, CMAT directors and foundation governors: Appoint/Remove	✓ (The Bishop)								
Parent governors: Appoint/Remove		A→						✓	
Members: Role Description/Code of Conduct	✓								
Directors: Role Description/Code of Conduct	✓								
Governors: Role Description/Code of Conduct	✓								
Approve the change of name of the CMAT and/or the academies within it	✓								
Receive an annual report from The Board/CEO on each CMAT's performance	✓								
Board committee chairs: Appoint/Remove		✓							
Company secretary: Appoint/Remove		✓					←A		
Company secretary: Role Description		✓					←A		
Clerk to The Board: Appoint/Remove		✓							
Clerk to LGB: Appoint/Remove		✓						←A	
Articles of Association: agree, review and amend	✓	←A							
Governance structure (committees): establish and review annually strategic oversight of governance including structures	✓	✓					←A		
Terms of reference for all Board committees including LGBs and Scheme of Delegation: agree annually (with Members' approval)	✓	✓					←A		
Annual cycle of business and meetings for The Board, committees and LGB		✓	←A	←A	←A	←A	←A		
Appoint an Audit Committee		✓							
Appoint a Finance Committee		✓							
Performance manage the chair of The Board		✓							
Carry out annual self-evaluation of the directors to assess contributions made by the directors/committee members and report to the Members for action if appropriate		✓							
Prepare a CMAT Board succession plan		✓							
Approve appointment of LGB chair and vice chair		✓						←A	
Appoint local governors with specific responsibilities for special educational needs and disabilities and safeguarding								✓	
Appoint (and remove) LGB clerks		✓							

GOVERNANCE									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
With the headteacher, establish and develop pupil, parent and staff voice and monitor the same, reporting any issues or other matters to the CEO, directors as appropriate								✓	←A
Establish and maintain relationships with the parish priest, the diocese, local and parish community to work with them as they contribute to the Catholic formation of the pupils at the academy								✓	←A
Establish and maintain relationships with parents of pupils attending the academy to support them in their role as primary educators								✓	←A
Establish and maintain a relationship with members of the wider local community, including assisting the headteacher to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils								✓	←A
Performance manage the chair of the LGB and report outcome to The Board								✓	
Carry out the annual self-evaluation of the Local Governing Body and report findings to the directors as appropriate								✓	
Succession plan to be developed by company secretary for LGBs		✓					←A	←A	←A
Succession plan for CMAT senior leaders					A→		✓		

REPORTING AND COMPLIANCE									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Ensure that statutory information on Trust and academy websites is published		✓				✓	✓	✓	✓
Directors' Report and Accounts: submit to Members, publish and lodge with Companies House		✓				✓	←A		
Report to Members on overall performance of the Trust as requested		✓	←A	←A	←A	←A	←A		
Annual report on work of LGB: submit to The Board and publish on website								✓	←A
NRCDES complaints policy to be adopted by the Trust for all academies (roles and responsibilities are set out in the policy)		✓					←A		
Review the level of complaints across the Trust and report to directors outlining the changes initiated as necessary to address any issues							✓		
Agree reporting arrangements for progress on key Trust priorities		✓	←A	←A	←A	←A	←A →		
Agree reporting arrangements for progress on school development plan		A→					✓		
Agree Insurance arrangements for Trust		✓	←A				←A		
Agree Insurance arrangements for academies		✓	←A						
Review pupil attendance and staff absence and report to Executive Team/Directors/LGB								✓	←A

STRATEGIC PLANNING									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Preserve and develop the religious and educational character, mission and ethos of the CMAT as determined by the Diocese in accordance with the Articles of Association	A→	✓					←A		
Preserve and develop the religious and educational character, mission and ethos of the academy as determined by the Diocese of Nottingham in accordance with the Articles of Association							A→	✓	←A
Produce and adopt a Strategic 3 year rolling plan for the CMAT that will ensure delivery of the Bishop's vision for Catholic Education within the Diocese (produced by The Board, approved by Members)	✓	✓					←A		
Determine CMAT key priorities and key performance indicators (KPIs) against which progress towards achieving the strategic plan can be measured	A→	✓	←A	←A	←A		←A		
Engagement with stakeholders on achieving CMAT vision		✓					✓		
Determine Trust wide policies		✓	←A	←A	←A	←A	←A		←A
Determine academy level policies		A→	A→	A→	A→	A→	A→	✓	←A
Agree top slice (Members to approve)	✓	✓	←A	←A	←A		←A		
Management of risk for the CMAT: establish risk register, review and monitor risks, threats and opportunities		✓	←A	←A	←A	←A	←A		
Develop the academy's medium to long-term vision for its future viability as a Catholic school and a robust strategy for achieving its vision			A→	A→	A→		A→	✓	←A
To produce the vision and direction of the academy in conjunction with the LGB and prepare a school development plan									✓
Management of risk for the academy: establish risk register, review and monitor risks, threats and opportunities		A→					A→	✓	←A

**HR & STAFFING** (Note: the Academy Trust is the employer of all staff – therefore tick in ‘The Board’ column for all - but delegates the admin functions as set out here. Advice on HR & Staffing matters to be taken from Academy Trust HR Advisers)

	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Develop safer recruitment policies and procedures including a template single central record (SCR) and ensure staff are trained					✓		←A		
Implement safer recruitment policies and procedures including maintenance of the academy single central record (SCR)					A→		A→		✓
Monitor the implementation of and review safer recruitment procedures		✓			←A→		✓	✓	✓
Monitor the single central record (SCR) to ensure that it is accurate and up to date in accordance with statutory requirements					A→			✓	←A
Agree CMAT staffing structure		✓	←A		←A		←A		
Agree academy staffing structure			A→	A→	A→		✓		←A
CMAT Chief Executive Officer - appoint and dismiss		✓			←A				
CMAT Executive Team - appoint and dismiss		✓			←A		←A		
Headteacher appointments - to ensure that all diocesan protocols are followed		✓			←A→		←A→	←A	
Headteacher dismissals - to implement the requirements of the relevant CMAT policy		✓					←A		
All reserved posts appointments - to ensure that all diocesan protocols are followed		✓			←A→		←A→	←A	←A
All reserved post dismissals - to implement the requirements of the relevant CMAT policy		✓					←A		
Academy staff (not headteacher/deputy headteacher): appointments - to implement CMAT recruitment process							←A→	←A→	✓
Academy staff dismissals (not the headteacher/deputy headteacher) - to implement the requirements of the relevant CMAT policy							A→		✓
Agree performance management cycle and appraisal arrangements		✓			A		✓		
Undertake performance management of the Chief Executive Officer		✓			←A				

Hold headteacher to account for the educational performance of the academy and its pupils and for the internal management and control of the academy including the performance management of staff								✓	←A	
Undertake performance management of central team								✓		
Undertake performance management of headteacher					A→			✓	←A	
Undertake performance management of academy staff										✓
Establish and review Trust Pay Policy		✓	←A					←A		
Agree CMAT CEO and executive pay awards	✓ (Exec Pay Remuneration Ctte)				←A					
Agree headteacher pay award		✓			←A			←A	←A	
Agree central team pay award		✓			←A			←A		
Agree academy staff pay award		✓								
Agree pay progression decisions					✓			←A		
Hear appeals on pay progression decisions					✓					
Approval of CES policies on appraisal, capability, disciplinary, grievance and sickness absence to be adopted by the Trust on behalf of all academies [Responsibilities under each policy are set out in the policy as appropriate]		✓			A			←A		
Approval of HR policies not covered by CES. Responsibilities under each policy are set out in the respective policy		✓			←A			←A		
Suspend and lift suspension: Chief Executive Officer		✓ (Chair of The Board or as delegated)								
Suspend and lift suspension: headteacher								✓		
Suspend and lift suspension: central team								✓		
Suspend and lift suspension: academy staff										✓
Making changes to terms and conditions of staff		✓			A			←A		

FINANCE									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Appoint internal auditor		✓	A			A			
External auditor: appoint and ensure that accounts are audited in accordance with diocesan requirements relating to accounting for the Church's assets		✓				A			
External auditors' report: receive and respond and take appropriate action as required		✓				✓	←A		
Budget plan to support delivery of CMAT key priorities (annual and 3 year forecasts): agree/review and report		✓	←A				←A		
Budget plan to support delivery of academy key priorities (annual and 3 year forecasts): agree/review and report		✓	←A				←A		←A
Trust's scheme of financial delegation: establish and review (including contracts)		✓	←A				←A		
Academy's scheme of financial delegation: establish and review			✓				←A		✓
Approve contracts which constitute related party transactions [*requires approval from ESFA]		✓					←A		
Set up and approve directors' expenses in accordance with the Trust's conflicts of interests policy		✓					←A		
Prepare a Trust wide competitive tendering policy for adoption by The Board in accordance with diocesan policy on procurement contracts			✓				←A		
Develop Trust wide procurement strategies and efficiency savings programme (in line with the Trust wide policy) and review opportunities for collaborative procurement							✓		
Support The Board in its monitoring and evaluation of the delivery of central services and functions provided or procured by the Trust for the academy								✓	←A
Benchmarking and Trust wide value for money: ensure robustness			✓				←A		
Pay diocesan contribution as stipulated from time to time by the Bishop of Nottingham in accordance to diocesan agreed policy		✓							
Adopt and review the charging and remissions policy		✓	←A						



Develop and implement, in conjunction with the Executive Team and headteachers a disaster recovery/business continuity plan for the CMAT and ensure that local plans exist in each academy		✓						←A	←A	←A
Develop and implement, in conjunction with the executive team and headteacher a disaster recovery/business continuity plan for the academy and ensure that local plans exist in each academy								A→	✓	←A
Monitor the income, expenditure of the academy and report any issues to the Director of Finance (Operations Director) or The Board								✓		✓
Ensure any variances from the budget are reported to the Director of Finance or The Board								✓		✓
Maintain a register of business interests of governors								A→	✓	
Monitor the provision of free school meals to those pupils meeting the criteria and follow up where there are any issues									✓	
Ensure the CMAT's financial disaster recovery/business continuity plan is adhered to and remains fit for purpose		✓						✓		
Monitor the income, expenditure and balance sheet of the CMAT and produce monthly budget monitoring reports for the directors highlighting any concerns or issues in accordance to and reflective of diocesan policy		✓	←A					✓		

HEALTH & SAFETY / ESTATES									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Oversee development and maintenance of individual academy estate and ensure safety of premises and estate		✓	✓				✓	←A	✓
Establish and review asset management plan			✓				✓		✓
Ensure health and safety audits are carried out and report findings			✓				✓		✓
Apply to the Diocesan Trustees through the NRCDES for any funding /consent to building works before undertaking any works		✓	←A						
Adopt a Trust wide health and safety policy and risk reporting policy		✓	←A						
Adopt a Trust wide lettings policy in accordance with the Diocesan Trustees' requirements		✓	←A						
Make any proposals relating to the school estate to the directors in accordance with any requirements set out by the Diocesan Trustees			✓				✓		
Monitor and support the implementation of the Trust wide health and safety policy and report any issues to the directors			✓				✓		
Draw up, agree and monitor an accessibility plan for each academy in consultation with the headteachers, reporting any issues to the directors			✓				✓		✓
With agreement from the Diocesan Trustees, advise the directors and manage in conjunction with them, any capital and building improvement grants			✓				✓		
Review the risk register of the academy and prepare a risk report for the executive team/directors			A→				A→	✓	✓
Follow procedural guidance issued by the CMAT to monitor the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the academy			A→				A→	✓	✓
Conduct site inspections to review any health and safety issues and the security of premises and equipment							✓		✓
Follow procedural guidance issued by the CMAT to monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the executive team			A→				A→	✓	✓

<b>HEALTH &amp; SAFETY / ESTATES</b>									
	<b>Members</b>	<b>The Board</b>	<b>Finance &amp; Estates</b>	<b>Standards</b>	<b>HR &amp; Pay</b>	<b>Audit &amp; Risk</b>	<b>CEO &amp; Exec</b>	<b>LGB</b>	<b>Headteacher</b>
Prepare a risk register for the LGB having regard to the risks identified by the executive team and audit processes									✓
Prepare a health and safety policy for the academy (in line with the Trust wide policy)			✓				✓		✓
Follow procedural guidance issued by the CMAT to monitor the accident book and agree appropriate actions with the executive team			A→				A→	✓	✓
Ensure suitable risk assessments are prepared and appropriate actions taken									✓
Review security of premises and equipment									✓
Implement the Trust wide lettings policy in the academy									✓
Liaise with the executive team on the accessibility plan for the academy							A→		✓
Be responsible for closing the school if required on health and safety related issues									✓

## SAFEGUARDING

	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Appoint a safeguarding lead director for the Trust		✓							
Adopt a Trust wide safeguarding and child protection policy bearing in mind local variance where the Trust spans more than one Local Authority area		✓					←A		
Ensure the single central record (SCR) is maintained for all Trust based and cross-school appointments		✓					←A		
Ensure that at least one director on any recruitment panel has up to date safeguarding training		✓							
Ensure that all senior leaders are trained in safer recruitment		✓					✓		
Ensure that governors who undertake recruitment are trained in safer recruitment								✓	
Monitor safeguarding practice across the Trust and take appropriate action where safeguarding practice is falling short of the standards expected		✓					✓		
Ensure that each academy has appointed a designated teacher to support Looked After Children		✓					✓		
Make arrangements for safeguarding audits to be conducted by independent personnel							✓		
Report to The Board(at least annually) on the procedures in place for safeguarding and on matters as they arise							✓		
Monitor compliance with legislation (including the single central record) and report any failings to The Board							✓		
Identify training needs and report to The Board							✓		
Appoint a designated governor for safeguarding								✓	
Monitor systems for safeguarding pupils and report findings to The Board								✓	
Appoint a Designated Safeguarding Officer (DSO) to support Looked After Children and to ensure the role is compliant with statutory guidance							A→		✓
Promote, develop and maintain a robust culture of safeguarding that has at its heart the welfare and needs of the child first									✓
Appoint designated qualified safeguarding staff who are known by all									✓
Maintain the single central record (SCR)									✓
Ensure compliance with all relevant regulations e.g. Risk assessments, health and safety etc.									✓

## ADMISSIONS & EXCLUSIONS

	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Implement diocesan admissions policy								✓	✓
Prepare an annual report to The Board on the need for school places within the local community, including forecasts and the effectiveness of existing arrangements								✓	✓
Assist the diocese with any requirements it may have relating to the Bishop's duty to seek to ensure that there are sufficient school places available for the baptised Catholic children in his diocese		✓					✓	✓	✓
Provide advice and guidance to the headteacher, LGB and directors as to requirements under the School Admissions and Appeals Codes							✓		
Provide oversight and support of the implementation of admissions arrangements across the Trust and ensure that the requirements of the Admissions Code are met		✓					✓		
Undertake consultation, publish admissions and determine arrangements as required in accordance with the Schools Admissions and Appeals Codes								✓	
Ensure effective arrangements are in place for pupil recruitment liaising with the Trust		✓						✓	✓
Make arrangements for determining admissions and hearing admissions appeals								✓	✓
Monitor and review decisions on exclusions							A→	✓	←A
Establish exclusion appeal panels when required and ensure that governors are trained in the work of exclusion appeal panels		✓							

CURRICULUM & STANDARDS									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Ensure academies fulfil Bishops' Conference requirements/diocesan expectations for the teaching of Religious Education, that it constitutes 10% of the weekly timetable (5% for 6 <sup>th</sup> Form) and Collective Worship	✓	✓		←A			✓	✓	✓
Report any relevant information to the Bishop of Nottingham in order to provide assurances that standards across the academies in the Trust are being met		✓		←A					
Oversee curriculum policies to ensure they are balanced and broad. This will include: <ul style="list-style-type: none"> <li>Ensuring that the Catholic mission and ethos of the Trust permeates the curriculum and life at each of the academies</li> <li>Ensuring that every pupil is well-equipped to follow their vocation as active citizens in service to the world</li> <li>Ensuring that the curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain</li> <li>Ensuring that there is a written policy on Relationships and Sex Education (RSE) in line with diocesan policy which ensures that it is taught in accordance with the social and moral teachings of the Catholic Church</li> </ul>		✓		←A					
Act effectively to ensure high standards and draw up and implement plans if standards are not rising, set up support/challenge strategies and alert The Board to any shortcomings or fall in standards before they become serious				✓			✓		
Comply with any denominational inspections pursuant to Section 48 and any additional canonical inspections and visitations of the Bishop of Nottingham	✓	✓					✓	✓	✓
Comply with any other education inspections, eg. Section 5, Section 8 Ofsted inspections as required by law	✓	✓					✓	✓	✓

<b>CURRICULUM &amp; STANDARDS</b>									
	<b>Members</b>	<b>The Board</b>	<b>Finance &amp; Estates</b>	<b>Standards</b>	<b>HR &amp; Pay</b>	<b>Audit &amp; Risk</b>	<b>CEO &amp; Exec</b>	<b>LGB</b>	<b>Headteacher</b>
Ensure that the curriculum of the academy is taught in the light of the teachings of Christ and the Catholic Church and actively promotes the spiritual and moral development of pupils				✓			✓	✓	✓
Ensure that the headteacher is complying with the requirement to provide a daily Act of Collective Worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church				✓			✓	✓	
Ensure that Relationships and Sex Education (RSE) is taught in accordance with the social and moral teachings of the Catholic Church having regard to diocesan policy				✓			✓	✓	✓
Monitor the quality assurance of teaching and learning, the curriculum inclusion and the sharing of good practice across the academy and take action where any issues arise							✓	✓	
Monitor the target data for the school figures reported from the headteacher relating to standards and reporting any issues to the executive team							A→	✓	
Monitor the delivery of the school development plan and its impact, reporting any issues to the executive team							A→	✓	
Ensure the curriculum is appropriately delivered by the academy to ensure that the highest possible level of academic performance in all areas is achieved				✓			✓	✓	
Ensure that Religious Education is in accordance with the teachings, doctrines, disciplines and norms of the Catholic Church both as a core subject and integrated into other subject areas				✓			✓	✓	
Make provision for a daily Act of Collective Worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church									✓

<b>CURRICULUM &amp; STANDARDS</b>									
	<b>Members</b>	<b>The Board</b>	<b>Finance &amp; Estates</b>	<b>Standards</b>	<b>HR &amp; Pay</b>	<b>Audit &amp; Risk</b>	<b>CEO &amp; Exec</b>	<b>LGB</b>	<b>Headteacher</b>
Implement targets for pupil achievement and progress and monitor against targets and report findings to the LGB/executive team									✓
Monitor progress against targets and report findings to The Board							A→	✓	
Report figures to the executive team and the LGB relating to standards and using a uniform software package to report and analyse it									✓
Prepare a school development plan for approval by the CEO				A→			A→	A→	✓
Ensure the performance management of staff is carried out in line with policy							A→	A→	✓
Ensure the quality of teaching over time meets the levels set out in the school development plan							A→	A→	



<b>SPECIAL EDUCATIONAL NEEDS / DISABILITIES &amp; VULNERABLE GROUPS</b>									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Adopt a Trust wide SEND policy		✓							
Appoint a lead SEND director		✓							
Ensure compliance with legal requirements relating to SEND and Looked After Children within academies							✓		✓
Produce a report to The Board on SEND provision across the Trust and take action as they direct							✓		
Monitor and review provision for SEND and Looked after Pupils		✓						✓	✓
Appoint a local governor responsible for SEND and inclusion							A→	✓	
Provide oversight of the implementation of the policy within the academy and compliance with the legal requirements relating to disability and report to the directors								✓	
Ensure that inclusion involves challenging all vulnerable groups within the academy								✓	
Designate a teacher to be responsible for coordinating SEND provision									✓
Liaise with the Local Authority in respect of pupils who have or might have SEND									✓
Make provision for SEND pupils with or without a statement or Education Health Care Plan (EHCP)									✓
Ensure compliance with legal requirements relating to disability within the academy								✓	
Report to the LGB and CEO on the effectiveness and impact of interventions with vulnerable groups									✓

<b>OTHER PUPIL RELATED MATTERS</b>									
	<b>Members</b>	<b>The Board</b>	<b>Finance &amp; Estates</b>	<b>Standards</b>	<b>HR &amp; Pay</b>	<b>Audit &amp; Risk</b>	<b>CEO &amp; Exec</b>	<b>LGB</b>	<b>Headteacher</b>
Monitor the impact of the pupil premium in the academy and advise executive team/directors								✓	
Monitor the impact of the sports premium in the academy and advise the executive team/directors								✓	
Ensure effective deployment of the pupil premium and monitor its impact, reporting any issues to the LGB									✓
Support the Trust and the headteacher in the extended school provision in the academy								✓	
Monitor the implementation of a behaviour policy for the academy in line with Trust wide policies								✓	←A
Set the uniform policy								✓	←A
Approval of significant changes to the academy e.g. length of school day, start/finish times and holidays		✓	←A	←A			←A		←A

INFORMATION MANAGEMENT & COMMUNICATION									
	Members	The Board	Finance & Estates	Standards	HR & Pay	Audit & Risk	CEO & Exec	LGB	Headteacher
Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information		✓							
Prepare a Trust wide data protection policy for adoption by The Board							✓		
Ensure compliance with all data protection legislation and good practice across academies							✓		
Develop and implement an integrated ICT strategy to ensure compatibility of systems across all of the academies in the Trust to facilitate maximum efficiency and cohesiveness and report any issues to The Board							✓		
Support individual academies on the effective storage of data							✓		
Maintain accurate and secure staff records for the executive team							✓		
Ensure that registration with the Information Commissioner's Office is up to date							✓		
Maintain and develop the Trust website							✓		
Monitor the effective implementation of data protection policies and procedures in the academy							A→	✓	✓
Ensure that systems are in place to support the Trust's strategy at the academy for effective communication with pupils, parents or carers, staff, parish priests, the diocese and the wider community including the support of a local parent teacher association (if established)								✓	
Ensure the publication of academy information, ensuring that the electronic communication, including web pages are up to date and compliant							A→	✓	✓
Maintain accurate and secure staff records for the academy						A→			✓
Ensure compliance with all data protection legislation and good practice at the academy							A→		✓