



Trust Board Scheme of Delegation 2023-24

Between

The Cardinal Newman Catholic Educational Trust

&

SCHOOL NAME

Committee Terms of Reference and Delegated Authorities

Effective date: 1st September 2023

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DEFINITIONS

In this Scheme of Delegation, the following terms shall have the following meanings:

- i. 'Academy' or 'Trust' means the Multi-Academy Trust named at the beginning of this Scheme of Delegation and includes all sites upon which the academy undertaking is, from time to time, being carried out;
- ii. 'Articles of Association' means the articles of association of the Multi-Academy Trust (to be based on the February 2019 agreed model articles of association available on the Department for Education website);
- iii. 'Bishop' means the Bishop of the Roman Catholic Diocese of Clifton in which the Multi-Academy Trust is situated (as defined in Canon law) and includes any person exercising Ordinary jurisdiction in his name (including Vicars General) and any person delegated by him, including officers of the Diocese;
- iv. 'Board of Directors' means the Board of Directors of the Multi-Academy Trust;
- v. 'Canon law' means the canon law of the Catholic Church from time to time in force and if any question arises as to the interpretation of Canon law, this shall be determined exclusively by the Bishop;
- vi. 'Chair' means the chair of the Board of Directors or the chair to the Local Governing Committee of the school appointed from time to time, as appropriate;
- vii. 'CEO' means the Chief Executive Officer who is the appointed person responsible for the day to day operations of the Multi-Academy Trust, including the performance of the Academy Trust's schools and the performance of Executive Principals and Principals;
- viii. 'Clerk' means the clerk to the Board of Directors and/or the clerk to the Local Governing Committee of the school appointed from time to time, as appropriate, and includes a joint, assistant or deputy clerk;
- ix. 'Delegated Functions' means the functions delegated by the Multi-Academy Trust in accordance with the table at Appendix 3;
- x. 'Diocese' or 'Diocesan' means the education service provided by the Diocese, which may also be known, or referred to, as the Diocesan Department of Schools & Colleges or Diocesan Schools Commission;
- xi. 'Diocesan Trustee' means a Trustee of the Diocese appointed by the Bishop to safeguard the interests of the Catholic community as a whole in the Diocese and to serve its needs;
- xii. 'Directors' means directors appointed to the Board of the Multi-Academy Trust. The terms 'trustees' and 'directors' are often used interchangeably. The Clifton Diocesan Education Service uses the term 'Director' as it avoids the possible confusion caused when referring to the 'Diocesan Trustees'.
- xiii. 'Foundation Directors and Foundation Governors' means the directors or governors from time to time appointed by the Bishop to represent his Diocesan policy on the Board of the Academy Trust Company or the Local Governing Committee of the school, as appropriate;
- xiv. 'Governors' means the governors appointed and elected to the Local Governing Committee of the school, from time to time;
- xv. 'Local Governing Committee' means any committee established by the Directors pursuant to Article 100 of the Articles of Association to carry out specified functions in relation to the school as delegated by the Directors;
- xvi. 'Member' means a member of the Multi-Academy Trust appointed pursuant to Article 12 of the Articles of Association;
- xvii. 'Multi-Academy Trust' means the company responsible for the management of the schools and, for all purposes, means the employer of all Trust staff;
- xviii. 'Principal' means the headteacher or executive headteacher as the case may be and is the person named as the headteacher of the school for Ofsted purposes;
- xix. 'Protocol' means the document that outlines the committed working relationship between the Diocese and the Multi-Academy Trust;
- xx. 'Reserved Matters' means the matters that the Directors have determined will not be delegated and will be dealt with exclusively by them;
- xxi. 'Vice-Chair' means the vice-chair of the Board of Directors or the vice-chair of the Local Governing Committee of the school elected from time to time, as appropriate.

VISION, MISSION and VALUES

Our Vision:

To be a leading provider of outstanding, sustainable, Catholic education

Our Mission:

1. Provide outstanding and sustainable Catholic education from nursery to sixth form
2. Provide high-quality teaching and enrichment opportunities to our students
3. Be an employer of choice with excellent training and development opportunities for our staff
4. Be a Trust of choice for families in our local communities
5. Grow by supporting Catholic schools to join our Trust

Our Values:

- Christ / Child Centred
- Inclusive and Consultative
- Caring
- Transparent
- Strategic
- Professional
- Accountable

Our core beliefs:

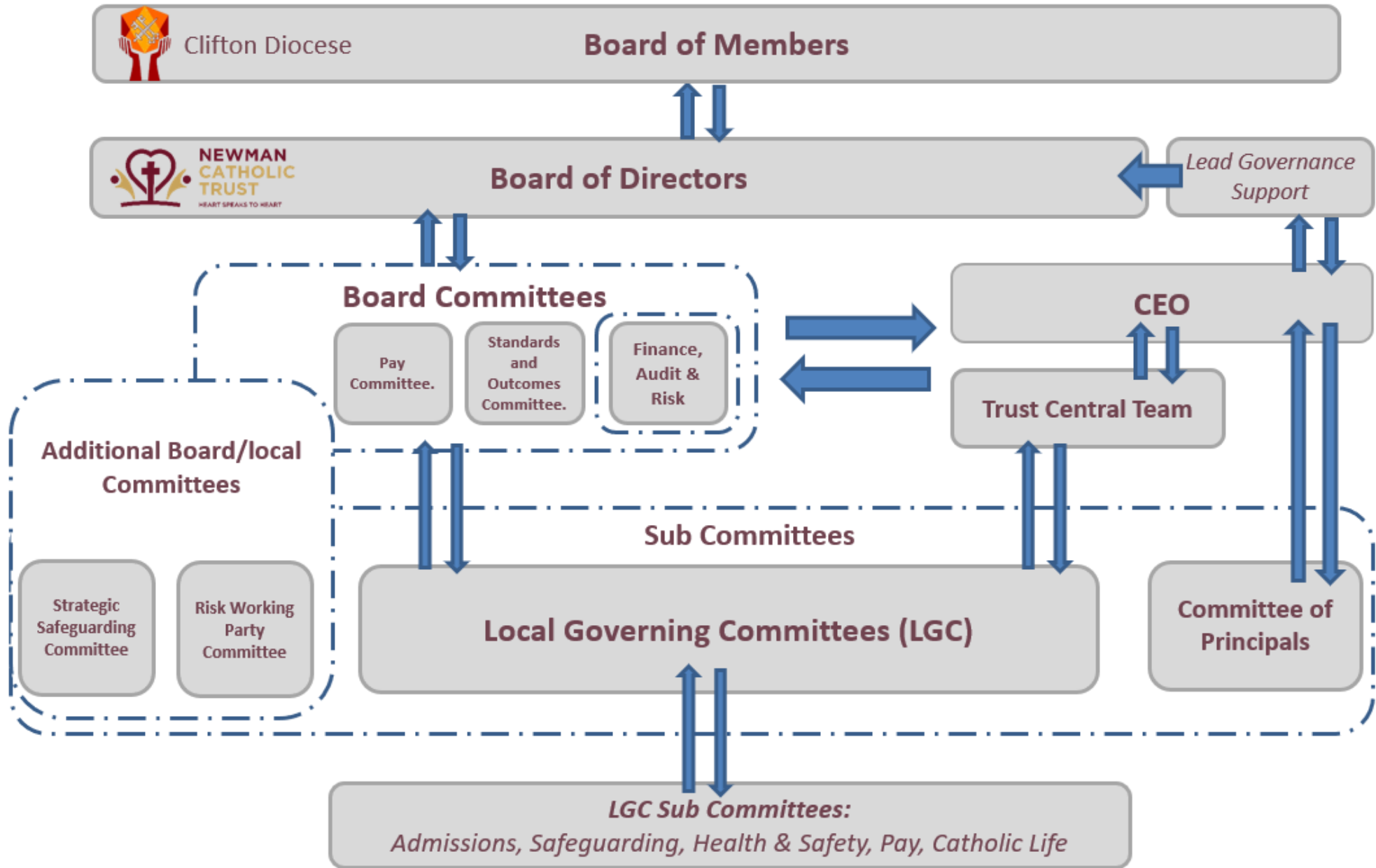
At the Newman Catholic Trust, we care about:

- Family Partnership – All of our schools have a unique identity built on the firm foundations of their communities. We want to establish strong relationships with all our parents, parishes and community members so that they are fully involved in contributing and developing our collective family.
- Spiritual Growth – We aim to build a community of faith, as we exist to enrich the Catholic community and act as disciples of Jesus Christ.
- Understanding and using our God-given gifts and talents- encourage all students towards excellence and to use their gifts and talents in service of others.
- Living the teachings of the Church – through the provision of unique opportunities for students to experience the Gospel of Jesus Christ and to bring Catholic beliefs and values into their lives, learning and their community.
- Respect for each other and the wider community.
- Leading by Example - We are spiritually committed and professionally prepared so that we can be a leading organisation locally and nationally.
- Expressing Concern for Others - We have a special concern for the poor and disenfranchised and want our daily work to support the needs of others.

Governance Structure


Department
for Education


Education & Skills
Funding Agency



1. MULTI-ACADEMY TRUST

Structure of the Board:

- Board committees will meet at least three times a year. The Finance, Audit and Risk Committee will meet six times a year.
- Committees can be arranged to coincide with Board meetings but will be recorded, documented and minuted as separate committee meetings.
- Finance and Audit Committee members will be provided restricted access and viewing rights to the Trust's accounts – enabling them to oversee daily finances. This will allow for rigorous and consistent monitoring and challenge of ongoing budgets/finances, ensuring accounts can be scrutinised and tested within and outside of committee or Board meetings.
- Principals and designated Local Governing Committee (LGC) members will also be given access to finance and budgeting systems for their respective schools to increase controls further and inform planning/decision-making. Where an Executive Principal leadership structure is in place at a school, the Executive Principal and the Head of School can participate in LGC meetings and access financial information.
- The Board committee structure will be reviewed continuously alongside the needs of the MAT. The Diocesan plan and Bishop's vision to expand to nineteen schools by 2025 require the Board to evolve with the changing needs of the Trust.

1. GOVERNANCE OF THE MULTI-ACADEMY TRUST

1.1 The Directors have adopted this Scheme of Delegation from the Effective Date in accordance with the provisions of the Multi-Academy Trust's Articles, which should be read in conjunction with the Articles of Association. References in this Scheme of Delegation to numbered Articles are to the relevant clause of the Multi-Academy Trust's Articles of Association.

1.2 As a charity and company limited by guarantee, the Multi-Academy Trust is governed by the Board of Directors, who are responsible for and oversee the management and administration of the Multi-Academy Trust and its schools. The Directors have overall responsibility and ultimate decision-making authority for all the work of the Multi-Academy Trust. These responsibilities are primarily carried out through strategic planning and policy setting.

1.3 As each "academy" is a Catholic school, designated as such, the Directors are accountable to the Bishop to ensure that each school 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 Trust and its schools 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 & Skills Funding Agency (including any of their successor bodies). Both the Bishop and external government agencies hold the Multi-Academy Trust to account for the quality of the education, the financial propriety and the value they provide, and they require that the Multi-Academy Trust has systems in place through which they can assure themselves of such quality, safety, probity and good practice.

1.4 To discharge these responsibilities, people who are more locally based may be appointed by the Directors, except insofar as the Bishop appoints the Foundation Governors, to serve on a Local Governing Committee (or equivalent) which has been established to ensure the good governance of each school. In discharging their duties, the Local Governing Committee will comply with any relevant policies, protocols and procedures adopted by the Multi-Academy Trust, which, in turn, reflect national and Diocesan directions and guidance, where required.

1.5 Foundation Directors and Foundation Governors are appointed by the Bishop. The Foundation Director/Foundation Governor's obligations must be carried out in accordance with any Diocesan policy or protocol, the requirements outlined in the Multi-Academy Trust's Articles of Association, this Scheme of Delegation, the Protocol between the Diocese, the Multi-Academy Trust and the school and any other associated policies and protocols.

1.6 This Scheme of Delegation, particularly the table in Appendix 3, explains how Directors fulfil responsibilities for the leadership and management of the school, the respective roles and responsibilities of the Directors and the Governors and their commitments to each other to ensure the success of the Trust. This Scheme of Delegation serves as the terms of reference for the delegation of powers and responsibilities by the Directors to the Local Governing Committee.

2. MEMBERS' POWERS AND RESPONSIBILITIES

The Members of the Multi-Academy Trust are the guardians of the governance of the Multi-Academy Trust. They are accountable to the Bishop (unless the Member is the Bishop) to ensure that the Multi-Academy Trust is being operated in accordance with the objects in the Articles of Association, which only they can vary.

3. DIRECTORS' POWERS AND RESPONSIBILITIES

3.1 The Directors have a duty to act in fulfilment of the Multi-Academy Trust's objects, which are set out in the Articles of Association. The Directors also have a duty to the Bishop to uphold the objects of the Multi-Academy Trust and to comply with any directives, advice or guidance issued by the Bishop.

3.2 Directors will have regard to the interests of the schools for which the Multi-Academy Trust is responsible for deciding and implementing any policy or exercising any authority in respect of each school.

3.3 Article 100 provides for the appointment by the Directors of committees, which may be known as Local Governing Committees, to whom the Directors may delegate certain functions. The general power to delegate functions under Article 100 is limited in accordance with Articles 105A, 105AA and 105B.

3.4 The constitution, membership and proceedings of the Local Governing Committee are determined by the Directors and are set out here with a clear table showing the authority delegated by the Directors to the Local Governing Committee to run each school and fulfil its mission.

3.5 The way that the business of each school is carried forward at a local level shall be delegated by the Directors to the Local Governing Committee in accordance with this Scheme of Delegation, more particularly the table at Appendix 3. This is subject to the provisions of the Companies Act 2006, the Articles of Association and any directions given by the Members of the Multi-Academy Trust following a special resolution or any directives issued by the Bishop or the Diocese and in accordance with the policies and protocols agreed by the Directors,

4. CONSTITUTION OF THE MULTI-ACADEMY TRUST

4.1 The Members of the Multi-Academy Trust are those named in the Memorandum of Association.

4.2 The requirements relating to the constitution of the Board of Directors of the Multi-Academy Trust are set out in the Articles of Association.

4.3 The requirements relating to the carrying out of the business of the Directors are set out in the Articles of Association.

5. CONSTITUTION OF THE LOCAL GOVERNING COMMITTEE

5.1 Membership:

5.1.1 The members of the Local Governing Committee shall be known as Governors.

5.1.2 The number of people who shall sit on the Local Governing Committee shall be not less than 6 - subject always to paragraph 5.2.1 and will consist of at least one member of staff (excluding the Executive Principal/Principal/Head of School who will be ex officio) and at least one parent governor – ideally two.

5.1.3 The constitution of the Local Governing Committee will be in accordance with Appendix 2. A different constitution may be adopted at any time by the Directors with prior written approval of the Diocese.

5.1.4 The Foundation Governors on the Local Governing Committee will be appointed by the Bishop.

5.1.5 The Directors (all or any of them) shall be entitled to attend any meetings of the Local Governing Committee. Any Director attending a meeting of the Local Governing Committee shall count towards the quorum for the purposes of that meeting and shall be entitled to vote on any resolution being considered by the Local Governing Committee.

5.1.6 All persons appointed or elected to the Local Governing Committee shall give a written undertaking to the Directors, the Bishop and the Diocesan Trustees to uphold the objects of the Multi-Academy Trust. The Clerk shall be responsible for ensuring this has been completed and a copy has been sent to the Diocesan Department of Schools & Colleges.

5.2 Appointment of members of the Local Governing Committee:

5.2.1 Foundation Governors

The Foundation Governors shall be appointed by the Bishop. They shall outnumber all the other members by two, to ensure the preservation and development of the Catholic character of the school and the Multi-Academy Trust.

5.2.2 Staff Governors

Unless the Executive Principal/Principal/Head of School resigns from the Local Governing Committee, he/she shall be treated for all purposes as being an ex officio member of the Local Governing Committee. In the instance where the school has an Executive Principal leadership structure, both the Executive Principal and Head of School will be able to attend LGC meetings. The Local Governing Committee may appoint persons who are employed at the school to serve on the Local Governing Committee through such processes as the Directors may determine, provided that the total number of such persons (including the Principal) complies with the Local Governing Committee's constitution in force at the time.)

Unless the Directors agree otherwise, in appointing persons to serve on the Local Governing Committee, the Local Governing Committee shall invite nominations from all staff who are employed by the Multi-Academy Trust and who work at the school (excluding the Executive Principal/Principal/Head of School) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Directors.

5.2.3 Parent Governors

Parent members of the Local Governing Committee shall be appointed after election by parents of registered pupils at the school and he or she must be a parent of a pupil at the school at the time when he or she is elected.

The Local Governing Committee shall make all necessary arrangements for the election of the parent members of the Local Governing Committee, including any question of whether a person is a parent of a registered pupil at the school. Any election of persons who are to be the parent members of the Local Governing Committee which is contested shall be held by secret ballot.

The arrangements made for the election of the parent members of the Local Governing Committee shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he/she prefers, by having his/her ballot paper returned to the school by a registered pupil at the school. Where a vacancy for a parent member of the Local Governing Committee is required to be filled by election, the Local Governing Committee shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the school is informed of the vacancy and that it is required to be filled by election, informed that he/she is entitled to stand as a candidate, and vote at the election, and allowed to do so. The number of parent members of the Local Governing Committee required shall be made up by persons appointed by the Local Governing Committee if the number of parents standing for election is less than the number of vacancies.

In appointing a person to be a parent member of the Local Governing Committee, the Local Governing Committee shall appoint a person who is the parent of a registered pupil at the school or, where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

Upon entry to the Multi-Academy Trust, the parent and staff members of the initial Local Governing Committee maybe those people who filled the positions on the governing body of the predecessor school at its closure, provided that they have the requisite skills, as determined by the Directors.

Parent and staff governors who do have the requisite skills shall serve on the Local Governing Committee for the remainder of the term of office for which they were elected or appointed to the predecessor governing Committee, provided that the minimum membership of the Local Governing Committee does not decrease following closure.

5.3 Term of office

The term of office for any person, other than a Foundation Governor, serving on the Local Governing Committee shall be four years unless otherwise specified at the time of appointment by the person or body appointing them, save that this time limit shall not apply to the Executive Principal/Principal/Head of School. Subject to remaining eligible to be a particular type of member on the Local Governing Committee, any person may be re-appointed or re-elected to the Local Governing Committee save that Foundation Governors may only serve a maximum of three consecutive four-year terms (other than with the consent of the Bishop).

5.4 Resignation and removal

5.4.1 Except in the case of Foundation Governors, a person serving on the Local Governing Committee shall cease to hold office if he/she resigns his/her office by notice to the relevant Local Governing Committee (but only if at least three persons will remain in office when the notice of resignation is to take effect). The Local Governing Committee must give a copy of the notice to the Directors. A Foundation Governor must resign his/her office by notice to the Bishop who appointed him/her and provide a copy of the notice to the Local Governing Committee, who shall, in turn, provide that copy to the Directors.

5.4.2 A person serving on the Local Governing Committee shall cease to hold office if he/she is removed by the person or persons who appointed him/her. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the Local Governing Committee by a person or persons who appointed him, any failure to uphold the values of the Multi-Academy Trust and/or the school, or to preserve and develop the Catholic character, or to act in a way which is in breach of this Scheme of Delegation or the undertaking given pursuant to paragraph 6.1.6 will be taken into account. A person (except a Foundation Governor) may also be removed by the Directors, but only after the Directors have given due regard to any representations by the relevant Local Governing Committee.

5.4.3 If any person who serves on the Local Governing Committee in his/her capacity as an employee at the school ceases to work at the school then he/she shall be deemed to have resigned and shall cease to serve on the Local Governing Committee automatically on termination of his/her work at the school.

5.4.4 If any person who serves on the Local Governing Committee in his/her capacity as a parent, ceases to be a parent of a child on roll at the school then he/she shall be deemed to have resigned and shall cease to serve on the Local Governing Committee automatically at the end of that school term.

5.4.5 Where a person who serves on the Local Governing Committee is removed from office, those removing him/her, shall give written notice thereof to the Local Governing Committee, who shall, in turn, notify the Directors.

5.5 Disqualification of members of the Local Governing Committee

5.5.1 No person shall be qualified to serve on the Local Governing Committee unless he/she is aged eighteen or over at the date of his/her election or appointment. No current pupil of the school shall be entitled to serve on the Local Governing Committee.

5.5.2 A person serving on the Local Governing Committee shall cease to hold office if he/she becomes incapable by reason of mental disorder, illness or injury of managing or administering his/her own affairs.

5.5.3 A person serving on the Local Governing Committee shall cease to hold office if he/she is absent without the permission of the Chair of the Local Governing Committee from all the meetings of the Local Governing Committee held within a period of six months and the Local Governing Committee resolves that his/her office be vacated.

5.5.4 A person shall be disqualified from serving on the Local Governing Committee if:

5.5.4.1 His/her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or

5.5.4.2 He/she is the subject of a bankruptcy restrictions order or an interim order.

5.5.5 A person shall be disqualified from serving on the Local Governing Committee at any time when he/she is subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

5.5.6 A person serving on the Local Governing Committee shall cease to hold office if he/she would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re- enactment or modification of that provision).

5.5.7 A person shall be disqualified from serving on the Local Governing Committee if he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he/she was responsible or to which he/she was privy, or which he/she by his conduct contributed to or facilitated.

5.5.8 A person shall be disqualified from serving on the Local Governing Committee at any time when he/she is:

- subject to a direction of the Secretary of State under s.142 of the Education Act 2002 or any other disqualification, prohibition or restriction which takes effect as if contained in such a direction; or
- included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
- disqualified from working with children in accordance with Sections 28, 29 or 29A of the Criminal Justice and Court Services Act 2000; or
- barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006); or
- disqualified from registration under Part 2 of the Children and Families (Wales) Measure 2010 or child minding or providing day care; or
- disqualified from registration under Part 3 of the Childcare Act 2006; or
- disqualified under the Childcare (Disqualification) Regulations 2009.

5.5.8.1 A person may be disqualified from serving on the Local Governing Committee if they have ever been:

- convicted of an offence involving violence, dishonesty or deception, or any sexual offence which is not a protected offence; or
- convicted of causing a nuisance or disturbance on school and/or educational premises; or
- sentenced to imprisonment (whether suspended or not), in the UK or elsewhere, for a period of not less than three months.

5.5.8.2 A person shall be disqualified from serving on the Local Governing Committee where he/she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011.

5.5.8.3 A person shall be disqualified from serving on the Local Governing Committee if he/she has not provided to the Chair of the Board of Directors the proper criminal records certification as required by law and outlined by the Diocese and the Catholic Education Service. In the event that any such certification or checks disclose any information which would, in the opinion of either the Chair of the Board of Directors or the Principal, confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

5.5.8.4 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governing Committee and he/she was, or was proposed, to so serve, he/she shall upon becoming so disqualified give written notice of that fact to the Local Governing Committee who shall inform the Directors and the Bishop.

5.5.9 This clause 5.5 shall also apply to any member of any committee of the Local Governing Committee who is not a member of the Local Governing Committee.

5.6 Responsibilities of the Local Governing Committee

5.6.1 The responsibilities of the Local Governing Committee are outlined in this Scheme of Delegation, more particularly in the table at Appendix 1 and in the Terms of Reference in Appendix 2.

5.6.2 The Local Governing Committee will adopt and comply with all policies, protocols, and procedures of the Multi-Academy Trust and the Diocesan Bishop, as communicated to it from time to time.

5.7 Business/proceedings of Local Governing Committee/Meetings of the Local Governing Committee

5.7.1 Subject to this Scheme of Delegation, the Local Governing Committee may regulate its proceedings as its members see fit.

5.7.2 The Local Governing Committee shall meet at least once per term. Meetings of the Local Governing Committee shall be convened by the Clerk to the Local Governing Committee. In exercising his/her functions under this Scheme of Delegation, the Clerk shall comply with any direction:

5.7.2.1 given by the Directors or the Local Governing Committee; or

5.7.2.2 given by the Chair of the Local Governing Committee or, in his/her absence or where there is a vacancy in the office of Chair, the Vice-Chair of the Local Governing Committee, so far as such direction is not inconsistent with any direction given as mentioned in 5.7.2.1 above.

5.7.3 Any three members of the Local Governing Committee may, by notice in writing given to the Clerk, requisition a meeting of the Local Governing Committee and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable.

5.7.4 The Clerk shall provide to each member of the Local Governing Committee at least seven clear days before the date of a meeting:

5.7.4.1 notice in writing thereof and sent to each member of the Local Governing Committee at the address (or email address) provided by each member from time to time;

5.7.4.2 all reports or other papers to be considered at the meeting; and

5.7.4.3 a copy of the agenda for the meeting;

provided that where the Chair or, in his/her absence or where there is a vacancy in the office of Chair, the Vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof, are given within such shorter period as he/she directs.

5.7.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.

5.7.6 A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governing Committee shall not be proposed at a meeting of the Local Governing Committee unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

5.7.7 A meeting of the Local Governing Committee shall be terminated forthwith if:

5.7.7.1 the members of the Local Governing Committee so resolve; or

5.7.7.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Committee in accordance with paragraph 5.7.10, subject to paragraph 5.7.12.

5.7.8 Where in accordance with paragraph 5.7.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.

5.7.9 Where the Local Governing Committee resolves in accordance with paragraph 5.7.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Committee shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the Clerk to convene a meeting accordingly.

5.7.10 Subject to paragraph 5.7.12, the quorum for a meeting of the Local Governing Committee, and any vote on any matter thereat, shall be any three of the members of the Local Governing Committee, or, where greater, any one-third (rounded up to a whole number) of the total number of persons holding office on the Local Governing Committee at the date of the meeting.

5.7.11 The Local Governing Committee may act notwithstanding any vacancies on its board, but if the number of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.

5.7.12 The quorum for the purposes of:

5.7.12.1 appointing a parent member;

5.7.12.2 any vote on the removal of a person in accordance with this Scheme of Delegation;

- 5.7.12.3 any vote on the removal of the Chair of the Local Governing Committee;
shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.
- 5.7.13 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Committee shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Local Governing Committee shall have one vote.
- 5.7.14 Subject to paragraphs 5.7.10 – 5.7.12, where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote he/she may have.
- 5.7.15 The proceedings of the Local Governing Committee shall not be invalidated by
- 5.7.15.1 any vacancy on the board; or
 - 5.7.15.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Committee.
- 5.7.16 A resolution in writing, signed by the requisite majority of all the persons entitled to receive notice of a meeting of the Local Governing Committee or of a subcommittee of the Local Governing Committee, shall be valid and effective as if it had been passed at a meeting of the Local Governing Committee or (as the case may be) a subcommittee of the Local Governing Committee duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Committee and may include an electronic communication by or on behalf of the Local Governing Committee indicating his/her agreement to the form of resolution providing that the member has previously notified the Local Governing Committee in writing of the email address or addresses which the member will use.
- 5.7.17 Subject to paragraph 6.7.18, the Local Governing Committee shall ensure that a copy of:
- 5.7.17.1 the draft minutes of every such meeting, if they have been approved by the person acting as Chair of that meeting;
 - 5.7.17.2 the signed minutes of every such meeting; and
 - 5.7.17.3 any report, document or other paper considered at any such meeting, are, as soon as is reasonably practicable, made available at the school to persons wishing to inspect them.
- 5.7.18 There may be excluded from any item required to be made available in pursuance of paragraph 5.7.17, any material relating to:
- 5.7.18.1 a named teacher or other person employed, or proposed to be employed, at the school;
 - 5.7.18.2 a named pupil at, or candidate for admission to, the school; and
 - 5.7.18.3 any matter which, by reason of its nature, the Local Governing Committee is satisfied should remain confidential.
- 5.7.19 Any member of the Local Governing Committee shall be able to participate in meetings of the Local Governing Committee by telephone or video conference provided that:
- 5.7.19.1 He/she has given notice of his/her intention to do so, detailing the telephone number on which he/she can be reached and/or appropriate details of the video conference suite from which he/she shall be taking part at the time of the meeting at least 48 hours before the meeting; and
 - 5.7.19.2 the Local Governing Committee has access to the appropriate equipment; and
 - 5.7.19.3 he/she assures the Local Governing Committee that the telephone connection and the surrounding environment from which the call is to be made is secure and will comply with the requirement to maintain confidentiality of the business of the Local Governing Committee at all times; and
 - 5.7.19.4 he/she is able to hear all participants and fully take part in the discussions.
- 5.7.20 If, after all reasonable efforts, it does not prove possible for the person to participate by telephone or video conference pursuant to 5.7.19, the meeting may still proceed with its business provided it is otherwise quorate.

The Minutes

- 5.7.21 The minutes of the proceedings of a meeting of the Local Governing Committee shall be drawn up and kept for the purpose by the person authorised to keep the minutes of the Local Governing Committee and shall be signed (subject to the approval of the members of the Local Governing Committee) at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:

- 5.7.21.1 all appointments of officers made by the Local Governing Committee; and
- 5.7.21.2 all proceedings at meetings of the Local Governing Committee and of committees of the Local Governing Committee, including the names of all persons present at each such meeting.

5.7.22 The Chair shall ensure that copies of minutes of all meetings of the Local Governing Committee (and such of the subcommittees as the Directors shall from time to time notify) shall be provided to the Directors, the Bishop and the Diocesan Trustees as soon as reasonably practicable after those minutes are approved.

Delegation

5.7.23 Provided such power or function has been delegated to the Local Governing Committee, the Local Governing Committee may further delegate to any person serving on the Local Governing Committee, committee, the Principal or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Directors or the Local Governing Committee may impose and may be revoked or altered.

5.7.24 Where any power or function of the Directors or the Local Governing Committee is exercised by any subcommittee, any Director or member of the Local Governing Committee, the Principal or any other holder of an executive office, that person or subcommittee shall report to the Local Governing Committee in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Committee immediately following the taking of the action or the making of the decision.

Committees of the Local Governing Committee

5.7.25 Subject to this Scheme of Delegation, the Local Governing Committee may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be determined by the Local Governing Committee but having regard to any views of the Directors. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed at least once in every twelve months. The membership of any subcommittee may include persons who do not also serve on the Local Governing Committee, provided that a majority of the members of any such subcommittee shall be members of the Local Governing Committee or Directors.

Chair and Vice-Chair of the Local Governing Committee

5.7.26 The members of the Local Governing Committee shall, each school year at their first meeting in that year, elect a Chair and a Vice-Chair from amongst the Foundation Governors in their number to serve until a successor is appointed or a vacancy occurs pursuant to paragraph 5.7.28.

5.7.27 Subject to paragraph 5.7.30, the Chair or Vice-Chair shall hold office as such until his/her successor has been elected in accordance with paragraphs 5.7.26 - 5.7.37.

5.7.28 The Chair or Vice-Chair may at any time resign his/her office by giving notice in writing to the Local Governing Committee.

5.7.29 The Chair or Vice-Chair shall cease to hold office if:

- 5.7.29.1 He/she ceases to serve on the Local Governing Committee;
- 5.7.29.2 He/she is employed by the Multi-Academy Trust Company whether or not at the school;
- 5.7.29.3 He/she is removed from office in accordance with this Scheme of Delegation; or
- 5.7.29.4 in the case of the Vice-Chair, he/she is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of Chair.

5.7.30 Where by reason of any of the matters referred to in paragraph 5.7.29, a vacancy arises in the office of Chair or Vice-Chair, the members of the Local Governing Committee shall at its next meeting elect one of their number to fill that vacancy.

5.7.31 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair or his/her nominee shall act as the Chair for the purposes of the meeting.

5.7.32 Where in the circumstances referred to in paragraph 5.7.30, the Vice-Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice-Chair, the members of the Local Governing Committee shall elect one of their number to act as a Chair for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Multi-Academy Trust Company whether or not at the school nor a Director.

5.7.33 A Director shall act as Chair during that part of any meeting at which the chair is elected.

5.7.34 Any election of the Chair or Vice-Chair which is contested shall be held by secret ballot.

5.7.35 The Chair or Vice-Chair may only be removed from office by the Directors at any time or by the Local Governing Committee in accordance with this Scheme of Delegation.

5.7.36 A resolution to remove the Chair or Vice-Chair from office which is passed at a meeting of the Local Governing Committee shall not have effect unless:

5.7.36.1 it is confirmed by a resolution passed at a second meeting of the Local Governing Committee held not less than fourteen days after the first meeting; and

5.7.36.2 the matter of the Chair or Vice-Chair's removal from office is specified as an item of business on the agenda for each of those meetings; and

5.7.36.3 copies of the resolutions referred to at paragraph's 5.7.36 and 5.7.36.1 above are served on the Directors.

5.7.37 Before a resolution is passed by the Local Governing Committee at the relevant meeting as to whether to confirm the previous resolution to remove the Chair or Vice-Chair from office, the person or persons proposing his/her removal shall at that meeting state their reasons for doing so and the Chair or Vice-Chair shall be given an opportunity to make a statement in response.

Clerk

5.7.38 The Directors may appoint a Clerk (who must not be the Principal) to provide clerking services to the Local Governing Committee and may remove the Clerk from office at any time.

5.7.39 In the absence of the Clerk from a Local Governing Committee meeting, the Local Governing Committee may appoint any one of its governors to act as Clerk for the purposes of that meeting.

5.7.40 The Clerk must:

5.7.40.1 convene meetings of the Local Governing Committee;

5.7.40.2 attend meetings of the Local Governing Committee;

5.7.40.3 advise the Local Governing Committee on the school's compliance with the Articles, the funding agreement, the scheme of delegation and the law;

5.7.40.4 ensure that minutes of the proceedings are drawn up and circulated; and

5.7.40.5 perform any other functions determined by the Local Governing Committee.

Conflicts of Interest

5.7.41 A conflict of interest/loyalty shall not be deemed to occur solely from the fact that any member of the Local Governing Committee is also a director, charity trustee or governor of any other Catholic school or schools or other educational institution(s), diocese, or religious order, or of any other charity which permits its land to be occupied by a Catholic school or schools or other educational institution(s). Any member of the Local Governing Committee who has, or can have, any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) that conflicts, or may conflict, with his/her duties as a member of the Local Governing Committee shall disclose that fact to the Local Governing Committee as soon as he/she becomes aware of it. Subject to Article 98A, a person is not permitted to attend any meeting of the Local Governing Committee or committee of the Local Governing Committee, or any part of any such meeting, where it is possible that a conflict will arise between his/her duty to act solely in the interests of the school and the Multi-Academy Trust Company and any duty or personal interest (including but not limited to any Personal Financial Interest).

5.7.42 For the purpose of paragraph 5.7.42, a person has a Personal Financial Interest if he/she is in the employment of the Multi-Academy Trust Company or is in receipt of remuneration or the provision of any other benefit directly from the Multi-Academy Trust Company or in some other way is linked to the Multi-Academy Trust Company or the school.

5.7.43 In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

5.7.44 Any disagreement between the members of the Local Governing Committee and the Principal or any subcommittee of the Local Governing Committee shall be referred to the Directors for their determination.

Indemnity

5.7.45 Subject to the provisions of the Companies Act 2006 every member of the Local Governing Committee or other officer or auditor of the Multi-Academy Trust Company acting in relation to the school shall be indemnified out of the assets of the Multi-Academy Trust Company against any liability incurred by him/her in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he/she is acquitted or in connection with any application in which relief is granted to him/her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Multi-Academy Trust Company, subject to the limitation of s.189 of the Companies Act 2011.

Notices

5.7.46 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Committee) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of Delegation "address" in relation to electronic communications includes a number or address used for the purposes of such communications.

5.7.47 A notice may be given by the Local Governing Committee to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his/her registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governing Committee by the member. A member whose registered address is not within the United Kingdom and who gives to the Local Governing Committee an address within the United Kingdom at which notices may be given to him/her, or an address to which notices may be sent using electronic communications shall be entitled to have notices given to him/her at that address, but otherwise no such member shall be entitled to receive any notice from the Local Governing Committee.

5.7.48 A member of the Local Governing Committee present at any meeting of the Local Governing Committee shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

5.7.49 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

6. OPERATIONAL MATTERS AT MULTI-ACADEMY TRUST AND LOCAL GOVERNING COMMITTEE LEVEL

6.1 The Local Governing Committee shall comply with the obligations set out in this Scheme of Delegation, particularly the relevant sections of the table at Appendix 3, which deals with the day-to-day operations of the Local Governing Committee.

6.2 The Local Governing Committee will adopt and comply with all policies, protocols and procedures of the Multi-Academy Trust Company, the Bishop and the Diocese, as communicated to the Local Governing Committee from time to time.

6.3 Except for the Foundation Directors and Foundation Governors, the other Directors and members of the Local Governing Committee have a duty to act independently and not to act as agents of those who may have appointed them. All Directors and members of the Local Governing Committee will act with integrity, objectivity and honesty in the best interests of the Multi-Academy Trust and the school and shall be open about decisions made and be prepared to

justify those decisions except insofar as any matter may be considered confidential. Foundation Governors shall always act in furtherance of their undertaking to the Bishop and the Diocesan Trustees to preserve and develop the Catholic character of the school, and the Multi-Academy Trust, at all times.

6.4 The Local Governing Committee shall comply with any inspections by or on behalf of the Directors and any denominational inspections pursuant to section 48 of the Education Act 2005 and any additional canonical inspections and visitations of the Bishop and any person appointed by him for the purpose of ensuring that the school is being conducted in accordance with canon law and is following the practices and teachings of the Catholic Church and in order to allow the Bishop to assess how well the school is being managed in light of the additional responsibilities and expectations of schools which are academies.

6.5 If, in the view of the Directors, one of the following situations arises, then the Directors may resolve to remove some or all the powers and obligations delegated to the Local Governing Committee by this Scheme of Delegation:

6.5.1 The Local Governing Committee, or one of more of its members, has acted, or allowed another to act, whether knowingly or recklessly, in such a way as to prejudice the Catholic character of the Multi-Academy Trust Company and the school;

6.5.2 Standards and performance are low, are likely to be assessed as low and/or are likely to remain so without intervention.

6.5.3 There are significant financial concerns linked to the management of the school's budget or financial procedure and processes and are likely to remain so without interventions.

6.5.4 There has been a serious breakdown in management or governance which is prejudicial to standards of performance or breaches the Multi-Academy Trust Company's policies and procedures.

6.5.5 The safety of pupils and staff is threatened; or

6.5.6 Safeguarding procedures are inadequate.

6.6 The Local Governing Committee shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Local Governing Committee under this Scheme of Delegation in such circumstances.

7. REVIEW OF THE SCHEME OF DELEGATION

7.1 This Scheme of Delegation shall operate from the Effective Date in respect of the school.

7.2 The Directors have the absolute discretion to review and amend this Scheme of Delegation at least annually and to alter any provisions of it with the prior written consent of the Bishop (on the advice of the Diocese).

7.3 In considering any material changes to this Scheme of Delegation the Directors shall have regard to and give due consideration to any views of the Local Governing Committee and shall comply with any guidance/requirements of the Bishop and consider any guidance published by the Catholic Education Service.

8. ROLE OF THE CHIEF EXECUTIVE OFFICER (CEO)

8.1 The CEO has delegated responsibility for the day-to-day operation of the Multi Academy Trust, including the performance of the Trust's schools and will be responsible for managing the performance of each individual school Principal with input from the Chair of the LGC

8.2 The CEO is the Accounting Officer and has overall responsibility for the operation of the Multi-Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money

8.3 The CEO leads the executive management team of the Multi-Academy Trust. 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.

9. ROLE OF THE SCHOOL EXECUTIVE PRINCIPAL/PRINCIPAL/HEAD OF SCHOOL

9.1 The Executive Principal/Principal/Head of School is the most senior leader position in our schools. They are, therefore, responsible for the day-to-day management of the school. They are line-managed by the CEO but report to the Local Governing Committee on matters delegated to it, including monitoring and scrutiny of the school development plan. The Head of School is line managed by the school's Executive Principal.

Appendix 1 – MAT & Governance Structure

The Cardinal Newman Catholic Educational Trust (NCET) is a charitable company and single entity and is governed by the Trust Board, which has overall responsibility and ultimate decision-making authority for all the work carried out by the Trust. It is accountable for all pupils, employees, schools, monies, assets, compliance and statutory duties. The Trust's core purpose is defined by the company 'object' in the articles of association, a copy can be found in Appendix 4.

The following schools are overseen by the trust:

1. St. Bernard's Catholic Primary School
2. St. Francis Catholic Primary School
3. St. Nicholas of Tolentine Catholic Primary School
4. St. Teresa's Catholic Primary School

Governance Structure

In line with the Articles of Association, five Members will be appointed by the Bishop:

1. The Clifton Catholic Diocesan Education Foundation
2. The Diocesan Bishop
3. The Diocesan School Commissioner,
4. The Financial Secretary / Chief Operating Officer
5. Clifton Catholic Diocese

Also, in line with the Articles of Association and Objects, Clifton Diocese will appoint five skilled foundation directors to represent the Bishop and implement his vision. They must be in the majority by at least two, so three additional directors will be co-opted to ensure the trust board has the depth and breadth of skills, knowledge and expertise required to fulfil their statutory duties effectively and drive improvement across the trust. Using evidence-based challenge and data will enable directors to hold executive leaders to account for performance will ensure all pupils fulfil their potential and the trust is financially sustainable. The Trust Board is the single Governing Board and ultimately accountable for the educational and financial performance of all schools in the trust.

This Scheme of Delegation clarifies the lines of accountability between the trust board and its committees and executives.

Roles, responsibilities and summary of accountability:

The Trust Board has opted to establish committees to carry out some of its governance functions. There are two types of committees: 1) trust committees have a trust-wide remit e.g. finance, staffing, audit, risk and estates (and their membership must be composed of a majority of directors), and 2) local governing committees (LGCs). Local Governing Committees usually have oversight of a single school, but could oversee more than one school, and their membership is composed of local governors. Their delegated remit is primarily focused on holding the Principal to account for the quality of standards and pupil outcomes, meeting the needs of the most vulnerable and disadvantaged pupils, including those with SEND, ethos, well-being and spiritual development, attendance, safeguarding, health and safety, community engagement. The full scheme of delegation is outlined below.

Area	Action	Members	Trustees	CEO	COO	LGC	School	Additional details and clarification
Appointments	Appoint and remove Members in accordance with the Trust's Articles of Association	A	R					
	Appoint Trustees/Directors in accordance with the Trust's Articles of Association	A	R					
	Remove Trustees/Directors in accordance with the Trust's Articles of Association	A	R	R				Members have ultimate responsibility, but this is delegated to the Directors for day-to-day management; however, Members retain the right to remove.
	Appoint annually, remove or suspend the Chair of Trust Board			A	R			
	Appoint an Audit Committee to provide assurance, as far as possible, over the Trust's audit and accounts			A	R			
	Appoint annually, remove or suspend Board Committee Chairs			A	R	C		
	Appoint, remove or suspend the Accounting Officer (the CEO)			A	R			
	Appoint, remove or suspend the Chief Financial Officer (CFO)			A	R			
	Appoint, remove or suspend central team staff			I	A	R		
	Appoint, remove or suspend school executive principal, principal, heads of school and Vice Principals	I		A	R	C		Diocese must have involvement and representation in line with Diocesan policy and be consulted on any appointment. Diocese will be informed of any suspension or removal of a senior school leader
	Appoint annually Local Governing Committee chairs					A	R	
	Remove Local Governing Committee chairs or members (subject to Bishop's right and Articles of Association)			A	R			
	Designate Trustee/Director for Safeguarding			A	R	I	I	
	Designate Local Governing Committee Member for Safeguarding			I		A	R	I
	Appoint, remove or suspend Lead Governance Professional as Clerk to Trust Board			A	R			
	Appoint, remove or suspend Clerk to the Local Governing Committee			A	C	R	C	
Appoint/remove a suitably qualified company secretary.			A	R				

	Appoint/remove a suitably experienced and trained clerk to the directors and to support clerking arrangements to the LGCs, as appropriate		A	R				
	Support the appointment process for the company secretary and the clerk				R			
Strategy & Leadership	Determine the Trust's vision, values and ethos		A	R	C	C	C	The Trust enshrines the principles of solidarity and subsidiarity - therefore, the Trust welcomes and celebrates the unique identities of the individual schools. Therefore, school-level values are determined at local level.
	Plan, oversee and distribute the annual strategic activities and programme for the MAT		C	A	R	I	I	
	Trust's strategic plans, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		A	R	R			This includes both the Trust Strategic Improvement Plan and Trust Strategic Objectives. The Board and Central Team have shared responsibility for setting and monitoring progress against the KPIs.
	Determining the Trust Improvement Plan and the wide strategy for school improvement and the overriding school improvement priorities of Trust schools.		A	R	I	C		
	School Improvement Plans - agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		I	A	C	R		
	Effective implementation of School Improvement Plan and strategy		I	C	A	R		
	Effective implementation of Trust Improvement Plan and strategy		A	R	R	I	I	The Board and Central Team share responsibility for the implementation of the TIP. It is recognised that the majority of the day-to-day delivery on strategies, initiatives and implementation sits with the Central Team practically, the Board retains responsibility for overseeing and monitoring its implementation.
	Development and maintenance of Trust-wide Estates strategy		A	R		C		
	Determine Trust-wide IT strategy		A	R		C		
	Develop Trust-wide procurement strategies and efficiency savings programme		A	R				
	Develop Trust-wide competitive tendering policy and procurement strategies and review opportunities for collaborative procurement		A	R	I	I		
	Monitor and evaluate the delivery of central services and functions provided or procured by the Trust for the schools		A	R	C	C		
	Determine Asset Use and Maintenance Strategy		A	R		C		
	Agree Trust Contingency & Business Continuity Plans		A	R	I	I		
	Agree School Contingency & Business Continuity Plans		I	C	A	R		

	Trust Expansion and Growth Strategic Planning	I	A	R	R	I	I	The Board and Central Team share responsibility for the implementation which will include strategic planning, stakeholder engagement and communication. The practicalities of expansion will sit with the Central Team e.g. due diligence, legal processes and systems management/implementation
	Enhance Trust-wide collaboration				A	C	C	
	Review and implement National education policy changes				A	R	R	R
Curriculum & Standards	Agree, implement and monitor a broad and balanced curriculum				I	A	R	
	Effective processes for monitoring, evaluating and reviewing the quality assurance of teaching and learning, curriculum, inclusion and outcomes by year and by vulnerable groups				I	A	R	
	Comply with any denominational inspections pursuant to Section 48/CSI and any additional canonical inspections, reviews and visitations of the Bishop. Comply with any other education inspections, e.g. S5 as required by law				I	A	R	
	Ofsted and CSI/S48 preparation + monitoring progress against Ofsted and CSI/S48 targets from previous inspections.			A	A	A	R	
	Ongoing review and annual evaluation of school standards and improvement needs/priorities			A	C	I	R	
	Ensure compliance with funding agreements			A	R	I	C	
	Engage in Trust forums and trust-wide improvement initiatives - sharing best practice and contributing to continuous improvement			A	C	I	R	
	Local Governing Committee support and challenge against raising attainment priorities and self-evaluation.			I	I	A	R	
	Receive a termly report from the Executive Principal/Principal or school senior leader regarding standards (Principal's Report)				I	A	R	
	Intervene, in a timely manner, where standards fall below that which is expected of the schools within the Trust			A	R	I	I	
	Set Trust-wide performance management targets relating to standards, if necessary			A	R	I	I	
	Provide a termly report to the directors (via standards committee) regarding standards and raise concerns and provide strategies			A	R			

Generally, act effectively to ensure high standards, draw up and implement plans if standards are not rising, set up support strategies and alert the directors to any shortcomings or fall in standards before they become serious		A	R	I	I
Share external information and intelligence across the Trust from DfE/Ofsted etc relating to standards	I	A	R	I	I
Provide oversight of the target setting for pupil achievement and progress by the Principals and monitor against targets		A	R	C	I
Monitor the KPI figures reported from school leaders relating to standards and take up any issues with the LGC and report to the directors		A	R	C	I
Liaise with Ofsted and assist the schools with inspections		A	R		
Prepare the school for inspection and manage the process where the impact of the school is under review		A	C	I	R
Support LGCs and principals where there is an individual school inspection		A	R		
Advise LGCs where any concerns are raised relating to inspections and report to the directors for any further action		A	R	I	I
Ensure the school is prepared for an inspection and support the principal				A	R
Report any concerns relating to inspection to the LGC/Trust Central Team				A	R
Prepare and brief staff and appropriate personnel ready for inspection					A R
Set KPIs and ensure that the Teaching & Learning and Standards Committee monitor these		I	I	A	R
Ensure that the curriculum of the school, including all the subjects of the National Curriculum, are taught in the light of the Gospel values and actively promotes the spiritual and moral development of its pupils				A	R
Ensure that RE is in accordance with the Curriculum Directory and the bishop's policy and that it constitutes 10% of the weekly timetable in the school in accordance with the tenets and norms of the Catholic church		I	I	A	R
Ensure that the Principal/Senior School Leader is complying with the requirement to provide a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic church and take action to address any issues, as appropriate				A	R

	Ensure that relationships and sex education is taught in accordance with the social and moral teachings of the Catholic Church having regard to any Trust-wide policy				A	R		
	Ensure that religious education is in accordance with the teachings, doctrines, discipline and norms of the Catholic church, both as a core subject and integrated into other subject areas				A	R		
	Appoint a Teaching & Learning and Standards Committee				A	C		
	Assist the directors as required with regard to any issue or matter raised by the Board's Standards & Outcomes Committee			C	A	R		
	Designate a member of the LGC as governor responsible for standards/curriculum/school improvement at the school and ensure that such governor reports to LGC, Central Team (CEO) and Board of Directors as appropriate		I	I	A	C		
	Monitor the provision of free school meals across the Trust and follow up with LGC's where there are any issues		A	R	I	C		
	Monitor, manage and report on the provision of free school meals within the school to those pupils meeting the criteria and follow up where there are any issues				A	R		
	Ensure provision of free school meals to those meeting the criteria				A	R		
	Broker appropriate internal and external school-to-school support as necessary to facilitate excellent Catholic education across all the schools in the Trust		A	R	I	C		
	Implement any school-to-school support opportunities as directed by the CEO/Trust Central Team and monitor any such arrangements, reporting back to the CEO at appropriate intervals or as required		I	I	A	R		
	Monitor school life in the schools in the Trust and report any relevant findings to the directors for action as appropriate. As part of this, monitor Pupil, Parent and Staff Voice in the schools in the Trust		I	I	A	R	R	Responsibility for monitoring school standards and progress against school improvement priorities sits with both the school leadership team and LGC. There should be agreed monitoring schedules and plans at both school-level and LGC.
	Ensure the spiritual wellbeing of pupils at the school				A	R		
	With the Principal/Senior School Leader, establish and develop Pupil, Parent and Staff Voice and monitor the same, reporting any issues or other matters to the CEO/directors as appropriate		I	I	A	R		
	Establish and maintain relationships with the parish priest, local Church and parish community to work with them as they contribute to the Catholic formation of the pupils at the school				A	R		
	Establish and maintain relationships with parents of pupils attending the school to support them in their role as primary educators				A	R		
Governance - Compliance	Understand and comply with all duties and requirements of a charity trustee.		A	R				

	Update Edubase/Companies House/GIAS as required by the Academies Trust Handbook		A	R				
	Receive advice from the Central Team regarding the establishment and publication on the Trust's website, of the registers relating to business and pecuniary interests for members/directors/committee members/governors/senior staff members and instruct the Central Team as necessary		A	R				
	Ensure the preparation and filing of company registers e.g. members/directors/persons with significant control/secretaries etc		A	R				
	Complete and return to the EFSA a financial management and governance self-assessment form for new schools joining the Trust		A	R				
	Ensure that the Trust's, as well as each individual school's, governance details are published on appropriate websites along with any other details as required by the DfE, ESFA, Companies House or any other organisation as required		A	R				
	Pay the diocesan contribution per pupil as stipulated from time to time by the Bishop		A	R				
	Ensure that the Trust is compliant with all relevant regulations including charity law and education law and report failings to the directors for action		A	R	R	R	R	It is the responsibility of all within the Trust to comply with key laws and legislation.
	On an annual basis, review and amend (if appropriate), in line with Diocesan policy: - the policies of the Trust. - Code of Conduct.		A	R				
	Adopt any specific Trust policies in the school		I	I	A	R	R	Due to the practicalities, it is largely the school's responsibility to adapt any Trust policies and propose them to the LGC for final approval. However, it remains the responsibility of the LGC to ratify these proposed policies and any local variations to ensure they reflect school life and are fit for purpose. Therefore, responsibility to prepare and implement sits with the school leadership. Responsibility to ratify and oversee implementation sits with LGC.
	Review and amend the policies of the school in line with any Trust-wide policies		I	I	A		R	
	Tailor Trust-wide policies to the particular school as recommended by the Trust Central Team		I	I	A		R	
	Implement any relevant policies in the school and ensure that the school is conducted in accordance with any such policies		I	I	A		R	

Governance	Carry out the three core functions: - Ensure clarity of vision, ethos and strategic direction. - Hold the Principals/Senior School Leaders/Central Team to account for the educational performance of the schools/their individual school within the Trust and its pupils, and for the internal organisation, management and control of the schools including the performance management of staff. - Oversee the financial performance of the company and the schools within it and make sure that its money is well spent		A	R	R	R	There needs to be shared responsibility for developing, implementing and monitoring the ongoing success of the school's vision and strategic planning, Therefore, this needs to be a coordinated effort between Central Team, school leaders and LGCs. Each stakeholder has a unique perspective which is crucial to informing, developing and shaping this vision for the school. All then have responsibility for ensuring its success. The Board holds accountability for the performance management of its Trust and school leaders. However, the practical implementation of this will require different stakeholders to be responsible for different groups of staff. These will be clarified in school and Trust policies. Each school will be responsible for its own standards and implementation. The responsibility for the overall financial performance of the school sits with all stakeholders. However, it is the legal accountability of the Trust Board to monitor budgets and set a Trust budget (and associated school budgets); however, the LGC and school leadership team have delegated responsibility for setting and managing this budget. Therefore, they are directly responsible for the day-to-day management of monies and coordinating school-level expenditure (in line with the school's School Improvement Plan).	
	Role description for Members	A	R					
	Attend Diocesan Annual General Meeting	A		R	C			
	Change the name of the MAT/schools	A		R	C	I	I	
	Agree and set role descriptions for Trustees/Directors/Chair/Committee/Local Governing Committee Members	C		A	R	C	I	I
	Review and amend the Articles of Association subject to the written consent of the Diocesan Bishop and the Diocesan/Religious Order Trustees	A	R		I	I	I	I
	Review and agree Scheme of Delegation			A	R	C	C	C
	Establish and review annually governance structure (Committees) for the Trust			A	R	C	I	I
	Agree annually Terms of Reference for Board Committees and for LGCs			A	R	C	I	I
	Agree annual schedule of business for Trust Board (including policies)			A	R	C	I	I
	Agree Trustee/Director monitoring / support & challenge			A	R	C		
	Have strategic oversight of governance arrangements and their effectiveness across the Trust and the wider Diocese	A	R		R	C	I	
	Monitor governance arrangements and their effectiveness across the Trust and report to the directors to assist them with their duty to have strategic oversight			A		R	I	

Ensure there are governors with specific responsibilities for SEND, Safeguarding, Health & Safety, Pupil Premium, curriculum and School Improvement/SIP				A	R		
Give notice of any removal of a local governor (other than a foundation governor)	A	R	R				
Give notice of any resignation of a local governor to the directors			I		A	R	
Receive and review termly CEO Report		A	R				
Agree CEO Report format		A	R				
Agree reporting arrangements for progress on Trust key priorities		A	R	R	R		As there are different Trust priorities which cover aspects of school-life, finances, school standards etc. then different elements of the plan will be the responsibility of different stakeholders. How these are reported on is a collaborative process and therefore is the shared responsibility of stakeholders.
Agree reporting arrangements on use of grant funding – pupil premium, catch-up funding PE & sport		A	C	R	R		It is for the LGC and school-leaders to agree on the best format to report on delegated funding.
Complete annual self-review of the Trust Board to assess the contributions made by the directors'/committee members and report to the members for action, if appropriate		A	R	C			
Perform 360 review of the Board chair		A	R	C			
Carry out the annual self-evaluation of the LGC and report findings to the senior executive leadership/directors as appropriate		A	C	R	C		
Ensure the business of the Trust is conducted ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors in so far as permitted by the Academies Trust Handbook		A	R				
Ensure the business of the school is conducted ethically and in line with requirements set by the Directors and ensure that all suppliers used take account of economic, social and environmental factors in so far as permitted by the Academies Trust Handbook				A	R		
Review annually and publish attendance on Trust website Trustee/Director meeting attendance and contribution		A	R				
Review annually and publish attendance on school website LGC meeting attendance and contribution				A	R		
Agree annual schedule of business for the LGC (including policies)		A	C	R	C		
Agree monitoring schedule and arrangements for LGC school visits/support and challenge		A	C	R	C		
Ensure compliance with publishing requirements on Trust and school websites including governance		A	R		C		

LGC Chair to attend the Termly Chair's forum to review and discuss the work of LGCs		A	I	R	C		
Complete Trust Board Skills Audit and recruit to fill gaps		A	R	C	C	C	
Plan Trustee Succession – Governance Roles & Responsibilities		A	R	C	C	C	
Succession plan for local governance and senior leadership in conjunction with the wider Trust		A	C	R			
Undertake Trustee recruitment	R	A	R				
Undertake LGC member recruitment		A	R	C	A	R	C
Undertake Trust Board or Local Governing Committee Panels (exclusions, complaints, appeals) (when needed)		A	R	C	A	R	C
Agree Governance Training Programme		A	R	C	A	R	C
Determine the directors' Reserved Matters i.e. non delegable functions and responsibilities		A	R	C			
Prepare an annual schedule of the directors' business		A	R	C	I		
Attend meetings of the directors and provide an Executive Report. Recommend and secure (where appropriate) professional advice on behalf of the directors as requested		A	R				
Recommend and secure professional advice on behalf of the directors as requested		A	R				
Prepare and advise the directors on the annual schedule of directors' business		A	R				
Prepare an annual schedule of LGC business and advise the LGC on it		A	R	C			
Have oversight of the preservation and development of the religious and educational character, mission and ethos of the Trust and take action where there are shortcomings or any risk to the religious or educational character or the Trust's reputation	A	R					
Preserve and develop the religious and educational character, mission and ethos of the Trust as determined by the Diocesan/Religious Order Trustees in accordance with the Articles of Association and ensure that it is embedded in each school		A	R	C			
Monitor the school's medium to long-term vision for their future viability as Catholic schools, ensuring that this is in accordance with the vision of the Trust, and that they each have a robust strategy in place for achieving their vision.		A	R	C	I	I	
Deliver and oversee the schools' delivery of public relations activities to ensure that they meet the Trust's requirements regarding preservation and development of the Trust and school's Catholic character in the wider community					A	R	

	Preserve and develop the religious and educational character, mission and ethos of a particular school in collaboration with the Principal/Senior School Leader to ensure that it is embedded in the school				A	R		
	Champion the Trust's vision, ethos and strategic direction in the school		A	R	R	R	All stakeholders are responsible for championing and embedding the Trust's vision within its policies, procedures and day-to-day school life	
	Ensure that the school has a medium to long-term vision for its future viability as a Catholic school and that there is a robust strategy in place for achieving its vision			C	A	R		
	Implement the religious and educational character, mission and ethos of the particular school				A	R	A	R
	Attend any diocesan, or other provider's, induction training as required by the Diocese		R	R	R	R		All stakeholders have the responsibility to engage with and attend Diocesan training and induction.
People	Recommend and implement Trust's staffing structure		A	R				
	Agree Trust's staffing structure		A	R				
	Agree school staffing structure (excluding senior leadership/reserved posts)		A	C	A	R	It is likely that the school will, practically, propose and suggest the staffing structure of the school. However, it is the shared responsibility of the LGC to scrutinise these decisions, to be involved in decision making and ensure that all decisions are made in line with Strategic Improvement Plans and financial limitations. The Trust Board will retain shared accountability - in line with its legal responsibility to set school budgets - and will support or intervene where there are financial risks or restructure is needed	
	Implement Trust-wide Wellbeing & Workload Charter		A	R	I	C		
	Undertake appraisal of the CEO		A	R				
	Undertake appraisal of Trust Central Team		A	R				
	Undertake appraisal of School Principals/Executive Principals		A	R	C			
	Undertake appraisal of Heads of School		A	C	I	R		
	Implement a system for appraisal of school staff and oversee appraisal processes			A	I	R		
	Review and agree school staff appraisal procedures (and line management) and pay progression				A	R		
	Review and agree Trust staff appraisal procedures (and line management) and pay progression		A	R				
	Trade Union consultation on policies and employee term & conditions		A	R	R			
	Agree in accordance with policy pay recommendations for Principals/Senior School Staff		A	R	C			

Finance	Support the directors and LGC to ensure robustness of benchmarking in terms of value for money of the Trust and, also, the individual schools		A	R	I	C	
	Approve the annual balanced budget for the Trust and each school in the Trust to include overall approval of management accounts for each individual school (and minute it)		A	R	I	C	
	Agree budget plan to support delivery of School Improvement Plan		A	R	I	R	The Central Team will offer the accounting support to prepare the budget; however, in line with the SoD, the school will shape and decide on its budget for the school year.
	Determine and communicate central contribution level, all centralised services and what must be paid for separately by each school in the Trust		A	R	I	C	
	Consider monthly budget monitoring reports and take action, as necessary		A	R	I	C	
	Appoint external auditors and receive/approve the auditor's Letter of Engagement		A	R	C		
	Receive and approve external auditors' annual report and externally audited accounts, including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money		A	R	I	I	
	Appoint internal auditors		A	R	C	I	
	Receive and approve internal auditors' reports		A	R	I		
	Ensure proper financial controls are in place		A	R			
	Submit the Trust's externally audited accounts to ESFA, publish on the Trust's website and file with Companies House		A	R			
	Monthly management accounts, including cash flow and Balance Sheet, are received and approved		A	R			
	Oversee and approve capital projects		A	R	I	C	
	Review and approve the Financial Scheme of Delegation		A	R	I	I	
	Review and approve Reserves Policy and reserves strategy		A	R	C	C	
	Determine pay scales, ranges and policy for all executive principals, principals and head of school, central leadership team (including CEO)		A	R			
	Ensure compliance with the requirements in the Academies Trust Handbook		A	R	R	R	It is the responsibility of all within the Trust to comply with the requirements of the AFH.
	Submit the budget forecast to the ESFA		A	R			
	Approve any significant changes to the approved budget		A	R	I	I	
	Ensure any company borrowing has received ESFA approval		A	R			
Support the directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the Trust and the schools within it				R			

Report to the directors on the financial performance of the company at least 3 times per year			R			
Ensure proper financial controls are in place			R			
Open bank accounts			R			
Monitor the income, expenditure and cash flow of the school and report any issues to the directors			R			
Ensure any variances from the budget are reported to the Finance, Audit and Risk Committee/Board of Directors			R	I	I	
Ensure the preparation of the annual budget for the school with the assistance of relevant staff in line with any Trust-wide policy or guidance			C		R	
Budget plan on a 5-year rolling basis			R		C	
Ensure that the accounts are audited in accordance with the Diocesan/Religious Order Trustees' requirements relating to accounting for Church assets		A	R	R		
Support LGCs and school leaders in monitoring and management of budgets and finances			R	I	I	
Ensure the schools keep proper records and provide information to assist the Trust to prepare the annual accounts or any other accounting matter			A	R		
Keep proper records and provide information to assist the Trust to prepare the annual accounts or any other accounting matters					R	
Adopt and review all financial policies as required by the Academies Trust Handbook and/or as recommended by the auditors and ensure that they meet the Trust's charitable objects		A	R	C		
Adopt and review the charging and remissions policy prepared by the CEO/CFO		A	R	C	I	I
Ensure that the Trust keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate		A	R	C		
Prepare all financial policies as required by the Academies Trust Handbook and/or as recommended by the auditors for adoption by the directors		A	R	R		
Prepare a charging and remissions policy for adoption by the directors				R	I	I
Set up and approve staff expenses for the Central Team		A		R		
Set up and approve staff expenses at the school in accordance with any trust-wide policy		A		C		R
Submit expenses in accordance with Trust-wide policy		A		C		R
Make payments within agreed financial limits with the Trust's financial regulation		A		R		R
						The Financial Scheme of Delegation outlines the different responsibilities depending on different financial limits.

	Act as a signatory of a school specific bank account in accordance with the Trust's regulation		A	R		R	The Financial Scheme of Delegation outlines the different responsibilities depending on different financial limits.
Contract Management	Approve any service contracts for directors of the Trust (subject to any policy on conflicts of interest/pecuniary interests/connected party transactions)		A	R			
	Set the delegated levels of authority for contracts		A	C		I	
	Approve contracts above values as set in the Financial Scheme of Delegation and Trust Financial Manual		A	R	C		
	Approve contracts which constitute related party transactions		A	R			
	Enter into contracts up to the limits of delegation and within an agreed budget		A	R			
Risk Management	Establish, review and monitor Trust Risk Register to manage risk – financial and non-financial		A	R	I		
	Agree Auditing and Reporting arrangements for matters of Trust compliance (e.g. safeguarding, H&S, employment)		A	R	I	C	
	Agree Auditing and Reporting arrangements for matters of school compliance (e.g. safeguarding, H&S)		A	R	C	C	
	IT Acceptable Use Agreement		A	R	I	I	
	Ensure compliance with the Gifts, Hospitality & Bribery Policy and Procedures		A	R	R	R	It is the responsibility of all within the Trust to comply with these core policies, and the policies outline whose responsibilities sit where.
	Ensure compliance with UK GDPR and Data Protection Policies & Procedures		A	R	R	R	It is the responsibility of all within the Trust to comply with these core policies, and the policies outline whose responsibilities sit where.
	Agree and ensure compliance Trust-wide HR Policies (including recruitment, pay, disciplinary, capability, conduct, grievance and absence):		A	R			
	Trust Policies (other): review and agree		A	R			
	Determine school-level policies which reflect the school's ethos and values e.g. admissions; SEND; curriculum; behaviour: approve		I	C	A	R	
	Agree Child Protection & Safeguarding Policy		A	R	A	R	Each school to utilise LA template for 2023/24 and LGC to agree/adopt/ For Trust policy, CEO to determine and Board to agree/adopt
	Sector-wide SEND policy and compliance with the Disability Discrimination Act requirements		A	R	I	C	
	Agree school's Admissions Policy		I	C	A	R	
	Agree school's local Behaviour Policy		I	C	A	R	
	Agree school's SEND Policy		I	C	A	R	
	Agree school's Accessibility Plan		I	C	A	R	

Appendix 2

Local Governing Committee Constitution (LGC)

To ensure the Trust Board maintains effective oversight of educational performance and the interests of children, it has delegated responsibility to Local Governing Committees (LGCs) for driving educational improvement via the **monitoring and evaluation** of educational performance against the School Improvement Plan (SIP), provision of challenge as well as support to **hold school leaders to account** for the quality of education and Catholic life; pupil outcomes and spiritual wellbeing; stakeholder engagement and regulatory compliance i.e. safeguarding, H&S, SEND.

Membership

Up to 10 governors recruited for their skills, knowledge and experience in the following categories:

Membership	Number	Term	Election Process
Foundation	6	4 years	Appointed by the Bishop
Principal	1	Ex-officio	In a shared LGC, the heads share a governor post and vote
Staff	1	4 years	Elected by all staff in a secret ballot
Parent	2	4 years	Elected by parents or appointed by the LGC

At the first meeting each year, the LGC shall appoint their own Committee Chair and Vice-Chair from amongst Foundation Governors. Directors are entitled to attend and vote in any LGC meeting and be counted in the quorum. The directors appoint the Clerk or Governance Professional.

Reporting

- The Principal (or Executive Principal and Head of School in an Executive structure) can attend LGC meetings and report as the responsible officer/s for educational improvement in the school/s. They have a shared vote.
- The Clerk is to ensure minutes are shared with the CEO and Board Clerk within two weeks for review.
- Governors are to be invited to school improvement meetings led by the CEO, Principal &/or external adviser.
- The Chair is to promote a two-way flow of communication between the Trust Board and other committees

Quorum and Meeting Frequency

LGCs shall meet formally at least once per term i.e., six times per year and a quorum is any three governors or, where greater, any one-third (rounded up to a whole number) of the total number or persons holding office at the date of the meeting. Decisions of the committee shall be taken by a vote of governors, with the Chair having a casting vote.

Main Duties - see the Scheme of Delegated Authority Appendix 3 for fuller details.

1. Champion the Trust's vision and ethos in the school and ensure its future viability as a Catholic school.
2. Self-evaluate LGC performance and impact to support annual reporting
3. Succession plan for governor and senior leaders in conjunction with the Trust
4. Ensure school compliance with statutory duties including Company and Charity Law and report any failings
5. Adopt and comply with all policies, protocols and procedures of the Trust, the Bishop as communicated.
6. Adapt or approve local school policies and internal procedures in line with Trust's policy and procedures
7. Contribute to S48 and Ofsted inspection meetings to identify school areas of strength and improvement
8. Monitor and evaluate impact of the school's communication plan; ensuring it is aligned to the Trust's key messages and promotes the voice of parents, staff, and pupils
9. Monitor and evaluate the intent, implementation and impact of the curriculum, including how deeply the Catholic ethos is embedded to ensure the spiritual well-being of pupils
10. Monitor/evaluate the school's educational performance and allocation of budget against the SIP targets
11. Champion the Trust and its schools to parents/communities; promoting strong links with the parish and the community such that the church is fully engaged in the Catholic life of the school.
12. Appoint a designated governor for: SEND & Inclusion, Statutory Grants (e.g., PP), Safeguarding, H&S
13. Triangulate internal reports about data, collective worship, RE teaching via pre-arranged and accompanied visits with an employed/contracted education professional and use of external data and national averages
14. Contribute to the appointment of school leaders/teachers, and performance management of the Principal
15. Establish/convene any panels required e.g., pay, exclusions, disciplinary, capability, complaints, admissions
16. Support Directors in their monitoring and evaluation of central support services.

The Bishop of Clifton shall have the right to appoint Foundation Governors who shall be appointed in accordance with Diocesan protocol.

The term of office for all governors, apart from the Principal ex-officio, is 4 years