



Little Way Catholic  
Educational Trust

# *Scheme of delegation*

## **GOVERNANCE OF THE TRUST**

*The Directors have adopted this Scheme of Delegation from the Effective Date in accordance with the provisions of the Multi-Academy Trust (MAT) Articles and should be read in conjunction with the Articles of Association.*

*As a Catholic multi-academy trust and a company limited by guarantee, the Trust is governed by a Board of Directors. The Directors are responsible for the operation of all academies within the Trust. They are accountable for the quality of education, the effective use of resources, and compliance with statutory duties across all schools. In carrying out these duties, they are also responsible for ensuring that the Trust upholds its Catholic mission and serves as a witness to the Gospel.*

*In fulfilling these obligations, the Directors are accountable both to the Bishop of Clifton, to ensure alignment with Canon Law and the teachings of the Catholic Church, and to external agencies including the Department for Education (DfE), Education and Skills Funding Agency (ESFA), and the Charity Commission. This dual accountability shapes our governance model.*

*This Scheme of Delegation sets out the remit of the Trust Board and the delegation of functions to Local Governing Committees (LGCs), where established. It is designed to ensure strategic leadership, consistent standards, and clear lines of accountability throughout the Trust. Where authority is delegated, it is on the understanding that policies and procedures of the Trust will be followed and that governance activity is in keeping with the values, frameworks, and expectations set by the Board.*

*The Trust's Governance Framework and companion document "Roles and Responsibilities: Governance in Practice" support the application of this Scheme and provide additional practical guidance for governors, trustees, and leaders.*

*This Scheme has been formulated in accordance with the guidance of the Catholic Education Service and the Diocese, reflecting the principles of subsidiarity (decision-making at the most appropriate local level) and solidarity across our family of schools.*

## **TRUST VISION**

*To provide every child with the highest quality education, empowering them to reach their full potential.*

*We believe that education should be transformational: unlocking potential, broadening horizons, and equipping every child with the knowledge, skills, and character to thrive. As a Catholic Trust, we are guided by faith and committed to service. Our shared ambition is to remove barriers to success and deliver excellence for all.*

## **CONSTITUTION AND STRUCTURE OF THE TRUST**

*There are three formal layers of governance within the Trust:*

- *Members*
- *Board of Directors (Trustees)*
- *Local Governing Committees (LGCs)*

*Each plays a distinct but complementary role in the overall governance of the Trust.*

## **MEMBERS' POWERS AND RESPONSIBILITIES**

*Members are the custodians of the Trust's governance. They are responsible for ensuring that the charitable objectives set out in the Articles of Association are met and that the Trust's ethos and integrity are preserved. Members appoint and remove Directors per the Articles and monitor overall governance effectiveness. Members also receive the annual accounts and may approve amendments to the Articles, subject to diocesan consent.*

*LWCET members include the Diocesan Bishop (or his representative), the diocese's Chief Operating Officer, the Director of Schools and Colleges, a Diocesan Trustee, and a member of CCDEF.*

*Members may, in accordance with the Articles, amend the Articles of Association with the written consent of the Bishop and subject to statutory requirements. They must hold an Annual General Meeting (AGM) and may call additional meetings as required to fulfil their duties. Members have the power to appoint or remove Directors in line with the Articles and statutory provisions.*

### **DIRECTORS' POWERS AND RESPONSIBILITIES**

*The Directors (also known as Trustees) are the legal and accountable body for the Trust. They oversee the Trust's operations, finances, compliance, and educational outcomes. Directors are responsible for holding the Executive Team to account, approving strategy and policies, ensuring sound financial management, and sustaining the Catholic character of all schools.*

*In accordance with the Department for Education's expectations, the Trust Board fulfils three core functions:*

- *Ensuring clarity of vision, ethos and strategic direction;*
- *Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and*
- *Overseeing the financial performance of the organisation and making sure its money is well spent.*

*The Trust Board also has additional statutory responsibilities under company and charity law, and is accountable to the Bishop for ensuring that the Catholic ethos is maintained across all schools in line with diocesan expectations and Canon Law. Foundation Directors are appointed by the Bishop to provide assurance that this duty is fulfilled.*

*The Board operates strategically, with oversight delivered through full board meetings and its standing committees (e.g., Finance & Risk, Education & Standards, Safeguarding & Catholic Life). The Board sets the overall vision and priorities of the Trust, approves the Trust Development Plan, monitors progress against key indicators, and ensures that the Scheme of Delegation is effectively implemented.*

*To discharge these responsibilities effectively, the Board receives reports from the Executive Team, internal and external auditors, and local governance. The Board delegates day-to-day leadership and operational matters to the CEO and Executive Team, but retains responsibility for all legally reserved matters, including finance, performance, safeguarding, and risk.*

*This Scheme of Delegation formalises which functions may be delegated to Local Governing Committees, under what conditions, and with what levels of oversight.*

### **MEMBERSHIP OF THE TRUST BOARD**

*The Trust Board shall comprise a minimum of five and a maximum of fifteen Directors, the majority of whom must be Foundation Directors appointed by the Bishop of Clifton in accordance with the Articles of Association.*

*The standard composition of the Board will typically include:*

- *A minimum of five and a maximum of fifteen Directors.*
- *A majority of Directors must be Foundation Directors, appointed by the Bishop of Clifton*

*All Directors must comply with the eligibility criteria as defined by company law, charity law, and any additional requirements set out in the Trust's Articles of Association.*

*Directors shall serve for a term of four years, unless otherwise specified at appointment. Directors may be re-appointed for further terms, subject to continued eligibility and skill needs. Foundation Directors may serve up to three consecutive four-year terms without the position being re-advertised. Extensions beyond this must be confirmed by the Diocese.*

*The Trust Board will appoint a Chair and Vice-Chair from among its members annually. The Chair must be a Foundation Director and may not be employed by the Trust.*

*The Trust Board is supported by a professional Clerk who ensures that governance procedures are followed and that statutory requirements are met.*

## **LOCAL GOVERNANCE COMMITTEES**

*LGCs may be established by the Board for individual academies within the Trust. They provide vital local insight, monitoring, and support, especially in areas that directly impact the lived experience of pupils and families. Their core focus includes Catholic life and mission, safeguarding, SEND and inclusion, pupil wellbeing, quality of education, and community engagement.*

*While LGCs do not hold legal accountability, they play an essential role in triangulating information, offering local intelligence, and acting as a constructive sounding board for school leaders. Their work strengthens the connection between trust-wide strategy and what is happening on the ground in schools.*

*All LGCs operate within the parameters of this Scheme of Delegation. Their authority is defined, limited, and reviewed by the Trust Board. LGCs are required to comply with all Trust policies, report through the systems established by the Executive, and support the delivery of the Trust's Catholic mission.*

*The establishment of an LGC is a formal decision of the Trust Board. Delegation may be withdrawn where a school is identified as vulnerable, in intervention, or where governance arrangements are not operating in accordance with Trust expectations.*

## **MEMBERSHIP OF THE LGC**

*An LGC may include up to ten members with the following composition:*

- *Up to six Foundation Governors (appointed by the Bishop)*
- *The Headteacher (ex-officio)*
- *One Staff Governor (elected by school staff)*
- *Two Parent Governors (elected by parents of pupils on roll)*

*Any variation to this composition must have prior approval from the Trust Board and the Diocese.*

*Members of the LGC will be known as governors*

*The quorum for LGC meetings is one-third of the total membership (rounded up), with a minimum of three. A Chair and Vice Chair must be elected annually from among the governors. Foundation Governors must always be in the majority by at least two.*

## **APPOINTMENTS**

*Foundation Governors are appointed by the Bishop of Clifton in accordance with the Articles of Association. The Lead Governance Professional liaises directly with the Diocese to initiate and facilitate these appointments, ensuring all diocesan requirements are met.*

*Parent Governors are elected by parents of registered pupils at the academy through a fair and transparent election process. Where there are insufficient candidates to fill the vacancies, the Trust Board may appoint parent governors, provided they meet the eligibility requirements under the Articles of Association.*

*Staff Governors are elected by staff employed at the academy through an open and transparent election process. If insufficient candidates stand, the Trust Board may appoint staff governors to fill the vacancies.*

*The Headteacher of the academy is an ex-officio member of the LGC and remains a member by virtue of their position.*

*Any variation in the standard composition or appointment process must have prior approval from the Trust Board and, where applicable, the Diocese.*

## **TERM OF OFFICE**

*The standard term of office for all governors is four years. Governors may be reappointed or re-elected, subject to continued eligibility and the needs of the LGC.*

*Foundation Governors may serve up to three consecutive four-year terms without the position being re-advertised. Any extension beyond this must be approved by the Diocese in accordance with diocesan protocols.*

## **RESIGNATION**

*A governor may resign at any time by giving written notice to the Clerk, who will inform the Lead Governance Professional. The resignation will take effect from the date stated in the notice or, if no date is given, from the date the notice is received.*

## **REMOVAL**

*The Trust Board may remove a governor where there has been:*

- Failure to comply with this Scheme of Delegation, the Trust's vision, values, and Catholic mission;*
- Breach of the governor code of conduct;*
- Conduct which brings the Trust or academy into disrepute;*
- Persistent non-attendance at meetings without consent, including absence from all meetings for a continuous period of six months.*

*Foundation Governors may only be removed by the Bishop of Clifton.*

*Parent and Staff Governors may be removed by the Trust Board in accordance with the Articles of Association.*

### **DISQUALIFICATION**

*A person is disqualified from serving as a governor if they fail to meet the eligibility requirements set out in the Articles of Association, charity law, or company law.*

*Disqualification includes, but is not limited to:*

- *Being under a bankruptcy restrictions order or interim order;*
- *Having an unspent conviction for certain criminal offences;*
- *Having been removed as a charity trustee for misconduct or mismanagement;*
- *Being included in the barred list under the Safeguarding Vulnerable Groups Act 2006 or otherwise disqualified from working with children;*
- *Failing to provide an enhanced DBS check when required;*
- *Any other disqualification grounds specified in the Trust's Articles of Association.*

*The Lead Governance Professional will ensure that all eligibility and disqualification checks are completed and recorded on a central register maintained by the Trust.*

### **MEETINGS OF THE LGC**

*LGCs must meet at least six times per academic year, normally once per half term.*

*Meetings are convened by the Clerk and must be quorate to proceed. All papers should be circulated at least five working days in advance. Urgent business may be conducted by written resolution or electronic means.*

*All minutes must follow the Trust's approved template, be agreed by the Chair as soon as reasonably practicable following the meeting, and be submitted to the Executive Team and Trustees immediately after Chair approval.*

### **VOTING**

*Subject to this Scheme of Delegation, every question to be decided at a meeting of the LGC will be determined by a majority of the votes of the people present and entitled to vote on the question. Every member of the LGC will have one vote.*

*Where there is an equal division of votes, the Chair of the meeting will have a casting vote in addition to any other vote they may have.*

### **DELEGATION, COMMITTEES AND CLERK**

*All work of the LGC should be carried out within full LGC meetings to ensure that governors focus their time and attention where it is most needed and avoid unnecessary duplication. Subcommittees or delegated individual roles will not normally be used, except where expressly approved by the Trust Board for a defined, time-limited purpose. A Clerk must be appointed (not the Headteacher) to support meetings, compliance, and record-keeping.*

### **CONFLICTS OF INTEREST**

*Governors must declare any actual or perceived conflicts of interest. Personal financial interest, employment by the Trust, or links to other educational bodies must be disclosed. Governors may not participate in discussions or votes where a conflict exists.*

*The Register of Interests must be maintained in accordance with the Academies Financial Handbook and updated annually, with governors responsible for notifying the Clerk of any*

*changes within 14 days. A central Register is held by the Trust to ensure transparency and compliance across all governance layers.*

### **INDEMNITY AND NOTICES**

*All governors and clerks are indemnified by the Trust in accordance with the Companies Act 2006. Notices and communication may be provided electronically or in writing, with proof of delivery held by the Clerk.*

### **OBLIGATIONS AND COMPLIANCE**

*All LGC members are required to uphold the Trust's vision, values, and mission, to follow policies and protocols, and to work in partnership with the Executive and Trust Board. Governors must sign a commitment to the Bishop and the Diocesan Trustees to preserve the Catholic character of their school.*

*Failure to comply may result in removal of delegated authority by the Trust Board.*

### **GOVERNANCE PROFESSIONAL AND CLERKS**

*The Trust Board is supported by the Lead Governance Professional, who ensures procedural integrity, maintains governance records, advises on compliance with the Articles and statutory regulations, and provides clerking services to the Trust Board. Local Governing Committees are supported by appointed Clerks, working under the direction of the Lead Governance Professional, to ensure meetings are conducted in line with this Scheme of Delegation and that governance decisions are properly recorded and reported.*

### **REVIEW OF THE SCHEME OF DELEGATION**

*This Scheme will be reviewed annually by the Trust Board, with input from LGCs, and revised as needed in consultation with the Diocese.*

## **Trust Board Terms of reference**

### **Purpose**

*The Trust Board is the legal and accountable body for the Trust, responsible for the strategic leadership of all academies, compliance with statutory and contractual obligations, and safeguarding the Catholic character of the Trust in accordance with the Articles of Association and diocesan requirements.*

### **Authority**

*The Trust Board exercises all powers of the Trust as set out in the Articles of Association, the Academies Financial Handbook, and relevant legislation, except where such powers are reserved to the Members.*

### **Remit & Functions**

*The Trust Board must:*

- *Discharge its statutory duties as a company, charity, and Catholic multi-academy trust.*
- *Uphold the three core functions of governance:*
  - *Ensure clarity of vision, ethos, and strategic direction.*
  - *Hold executive leaders to account for the educational performance of the Trust and its pupils, and the effective performance management of staff.*
  - *Oversee the financial performance of the Trust and ensure funds are used efficiently and in line with the ATH.*
- *Approve the Trust Development Plan and monitor delivery against strategic objectives.*
- *Approve the Trust budget, major capital expenditure, and procurement above delegated limits.*
- *Appoint and appraise the Chief Executive Officer.*
- *Ensure robust safeguarding arrangements across all academies.*
- *Approve all statutory and key Trust-wide policies.*
- *Monitor Trust-wide risk management, ensuring a risk register is maintained and reviewed.*
- *Ensure compliance with the Articles, funding agreements, and relevant law, including the Equality Act 2010 and safeguarding legislation.*

### **Membership**

*As set out in the Articles, with a majority of Foundation Directors appointed by the Bishop of Clifton. Directors must meet eligibility requirements and complete an annual declaration of interests, recorded in the central register.*

### **Chair & Vice-Chair**

*Elected annually by the Board in accordance with the Articles. The Chair must be a Foundation Director and may not be employed by the Trust.*

### **Meetings**

- *Minimum six per year.*
- *Quorum: one-third of the total membership, maintaining a Foundation majority.*
- *Agenda and papers issued at least five working days in advance.*

### **Minutes & Reporting**

*Minutes must be drafted by the Lead Governance Professional within 10 working days, reviewed by the Chair, and circulated to all Directors once approved. Actions must be tracked to completion.*

***Clerking***

*The Lead Governance Professional must clerk all meetings, maintain statutory registers, and ensure compliance with all governance processes.*

***Conduct***

*Directors must adhere to the Trust's Code of Conduct and uphold the Catholic mission in all decision-making.*

## **Finance & Risk Committee (FAR) Terms of reference**

### **Purpose**

*To provide detailed scrutiny, oversight, and assurance to the Trust Board in relation to financial planning, financial performance, audit, and risk management.*

### **Authority**

*Delegated authority from the Trust Board under the Scheme of Delegation to make recommendations and, where specified, take decisions within its remit.*

### **Remit & Functions**

*The committee must:*

- *Scrutinise the draft annual budget before recommending to the Trust Board.*
- *Monitor in-year financial performance, cash flow, and variances.*
- *Ensure compliance with the ATH, particularly in relation to financial reporting, internal controls, and related party transactions.*
- *Oversee internal and external audit arrangements, reviewing reports and ensuring actions are implemented.*
- *Review and monitor the Trust's risk register, escalating significant risks to the Trust Board.*
- *Oversee insurance arrangements, asset management, and reserves policy.*
- *Recommend financial and risk-related policies to the Trust Board.*

### **Membership**

*Appointed by the Trust Board, majority Foundation Directors. Staff (except the CEO or CFO) may attend by invitation but may not vote.*

### **Chair & Vice-Chair**

*Elected annually by the committee. The Chair may not be the Trust Board Chair.*

### **Meetings**

- *Minimum three per year.*
- *Quorum: three voting members, with a Foundation majority.*
- *Papers issued five working days in advance.*

### **Minutes & Reporting**

*Minutes must be drafted within 10 working days, reviewed by the Chair, and circulated to the Trust Board at its next meeting.*

### **Clerking**

*Meetings must be clerked by the Lead Governance Professional.*

## **Safeguarding, Education & Welfare Committee (SEW) Terms of Reference**

### **Purpose**

*To monitor and advise the Trust Board on the quality of education, safeguarding, pupil welfare, Catholic life, and inclusion across all academies.*

### **Authority**

*Delegated authority from the Trust Board to scrutinise and monitor, but not to approve policies or plans unless explicitly stated in the Scheme of Delegation.*

### **Remit & Functions**

*The committee must:*

- *Monitor pupil achievement, progress, and attainment against national benchmarks.*
- *Monitor the quality of teaching, curriculum provision, and leadership capacity.*
- *Monitor safeguarding compliance and receive termly safeguarding reports.*
- *Monitor SEND and inclusion provision, including compliance with the SEND Code of Practice.*
- *Monitor Catholic life and mission, ensuring schools meet diocesan expectations.*
- *Recommend relevant education, safeguarding, and inclusion policies to the Trust Board.*

### **Membership**

*Appointed by the Trust Board, majority Foundation Directors.*

### **Chair & Vice-Chair**

*Elected annually by the committee.*

### **Meetings**

- *Minimum three per year.*
- *Quorum: three voting members, with a Foundation majority.*
- *Papers issued five working days in advance.*

### **Minutes & Reporting**

*As per FAR Committee.*

### **Clerking**

*Clerked by the Lead Governance Professional.*

## **Local Governing Committees (LGCs) Terms of Reference**

### **Purpose**

*To provide local insight, monitoring, and support for individual academies, ensuring Catholic ethos, safeguarding, and quality of education are embedded in the school community.*

### **Authority**

*Delegated by the Trust Board under the Scheme of Delegation. No decision-making powers over finance, HR, or contractual matters unless specifically authorised.*

### **Remit & Functions**

*LGCs must:*

- *Monitor safeguarding arrangements in the academy.*
- *Monitor Catholic life and mission in the academy.*
- *Monitor educational performance and pupil welfare.*
- *Act as a conduit between the academy and its local community.*
- *Provide local intelligence to inform Trust Board decision-making.*

### **Working Practices**

*All work must normally be undertaken in full LGC meetings. Subcommittees may only be formed with Trust Board approval in exceptional circumstances.*

### **Membership**

*As per Scheme of Delegation, with a Foundation majority.*

### **Chair & Vice-Chair**

*Elected annually from Foundation Governors.*

### **Meetings**

- *Minimum six per year.*
- *Quorum: one-third of total membership, rounded up, with a Foundation majority.*
- *Papers issued five working days in advance.*

### **Minutes & Reporting**

*Drafted by the LGC Clerk within 10 working days, reviewed by the Chair, and submitted to the Lead Governance Professional for central record and onward circulation.*

### **Clerking**

*LGCs are clerked by an appointed LGC Clerk under the direction of the Lead Governance Professional.*

### **Conduct**

*Governors must uphold the Trust's Code of Conduct and Catholic ethos at all times.*

### *Scheme of Delegation*

<i>Key</i>	<i>Scheme of Delegation</i>
<i>A</i>	<i>Ultimate accountability/responsible as decision maker</i>
<i>R</i>	<i>Responsible for oversight/monitoring and recommendations to decision maker</i>
<i>O</i>	<i>Operational Delivery</i>
<i>C</i>	<i>Consultation (engaging in shared decision making)</i>
<i>&lt;&gt;</i>	<i>Direction of advice and support</i>
	<i>Constituents</i>
<i>M</i>	<i>Members</i>
<i>D</i>	<i>Directors</i>
<i>ET</i>	<i>Executive Team – CEO and CFO</i>
<i>LGC</i>	<i>Local Governing Committee</i>
<i>HT</i>	<i>Head Teacher</i>

GOVERNANCE						
No	Action	M	D	ET	LGC	HT
<b>TRUST GOVERNANCE</b>						
1.1	Attend Annual General Meeting	A	<R			
1.2	Review and amend the Articles of Association subject to the written consent of the Diocesan Bishop and the Diocesan/Religious Order Trustees	A	<R			
1.3	Change the name of the MAT/academies	A	<R	O	<C	
1.4	Appoint and remove relevant directors	A/O				
1.5	Prepare and receive annual report from Directors on the Trust's performance	A	<R	O		
1.6	Submit and publish the Trust's annual report to members in respect of the Trust's performance		R>	O		
1.7	Prepare an annual report on individual academy's performance to inform the Trust's annual report			R	R/O	O
1.8	Appoint a risk, audit & finance committee and any other committees deemed appropriate		A			
<b>LOCAL GOVERNANCE</b>						
2.1	Appoint and remove local governors (subject to the Bishop's right to appoint/remove foundation governors)		A	O	<R	
2.2	Elect a chair and vice-chair from their number		A		<R/O	
2.3	Elect a vice-chair from their number				A/O	
2.4	Ensure there are governors with specific responsibilities for: SEND, child protection, pupil premium, health and safety and financial matters				A/O	
2.5	Give notice of any removal of a local governor (other than a foundation governor) to the directors		A		<R	
2.6	Give notice of any resignation of a local governor to the directors and Executive Team				O	
2.7	Appoint a clerk in line with Trust strategy				O	
<b>VISION AND ETHOS</b>						
3.1	Ensure clarity of vision, ethos and strategic direction for the Trust		A	<R>	C	
3.2	Ensure the Trust embeds the vision, mission and ethos of the Trust (as determined by the Trustees and in accordance with the Articles of Association) and takes action where there are shortcomings or any risk to the character or	A	<R>	O		
3.3	Embed the vision, mission and ethos of the Trust in individual academies, ensuring the medium to long-term plan for the academy is sufficiently robust to ensure a thriving Catholic education for all pupils		A	<R>	<R/O	O
3.4	Actively engage with the local Catholic parish and wider community in order to further the vision and mission of the Trust			R	R	O
<b>STRATEGIC OVERSIGHT OF GOVERNANCE</b>						
4.1	Ensure strategic oversight of governance arrangements across the Trust, including adherence to the Scheme of Delegation, TOR		A	<R> /O	O	
4.2	Ensure strategic oversight of governance arrangements across the Trust, including adherence to the Articles of Association and Funding Agreements as well as compliance with all legislative and statutory frameworks, including the requirements of Charity Law, Company Law and the Academy Handbook.		A	A/R		
4.3	Assist the directors in realizing their strategic priorities and ensure effective recruitment, training and succession			A	<R> / O	

4.4	<i>Hold the CEO and Senior Leadership team accountable for educational performance of academies, internal organisation, management and control and financial management.</i>		A/R	O		
4.5	<i>Hold individual headteachers accountable for the quality of provision (as defined within the Scheme of Delegation)</i>		R>	A	A/R	

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GOVERNANCE						
No	Action	M	D	ET	LGC	HT
4.6	Determine the directors' Reserved Matters i.e. non-delegable functions and responsibilities and prepare an annual schedule of the directors' business		A/R	O		
4.7	Attend meetings of the directors and provide appropriate Executive Reports. Recommend and secure (where appropriate) professional advice on behalf of the directors as requested			O		
4.8	Prepare an annual schedule of LGC business needed to enable the Executive Team and Directors to effectively fulfil their functions and advise the LGC on it			A/R	O	C
4.9	Annually, review governance policies where appropriate and in accordance with the policy review schedule, including: the Governor Code of Conduct; Terms of Reference of Director's subcommittees, the Scheme of Delegation and constitution and terms of reference of the LGCs and role descriptors for Chairs etc.		A	<R/O	C	
4.10	Recruitment, training and succession planning of governors		A	O/C	<R>/O	C
<b>STAFFING</b>						
5.1	Appoint/remove a suitably qualified governance professional		A/R	O		
5.2	Appoint the CEO	C	A/R/O			
5.3	Appoint the CFO and other central staff as determined by the Directors		A/R	O		
<b>COMPLIANCE AND/OR ADMINISTRATIVE</b>						
6.1	Ensure the preparation and filing of Trust registers e.g. members/directors/person with significant control/secretaries etc		A/R	O		
6.2	Ensure business and pecuniary interests are registered (at Trust level) and ensuring compliance with the requirement to publish information (including on the website) as directed by DfE, ESFA, Companies House		A	<R/O		
6.3	Ensure business and pecuniary interests are registered (at academy level) and ensuring compliance with the requirement to publish information (including on the website) as directed by DfE, ESFA, Companies House			A	<R/O	
6.4	Complete all EFSA returns for governance and financial management		A	<R/O		
<b>DOCUMENTS, POLICIES AND PROCEDURES</b>						
7.1	Annually, review constitution and terms of reference of the LGC committees and role descriptors for				R/O	
7.2	Annually, review Terms of Reference for Directors, the Scheme of Delegation and the code of conduct for Governors		A/O	<R		
7.3	Trust policies and guidance (see appendix)		A	<R/O	C*	C*
7.4	Academy based policies which are bespoke to each academy				A/R>	O

GOVERNANCE						
No	Action	M	D	ET	LGC	HT
<b>INSPECTIONS – EDUCATIONAL, FINANCIAL, BUSINESS</b>						
8.1	Support and assist the directors and/or the LGC to prepare for any educational inspections e.g. s.48, s.5, s.8			O		O
8.2	Manage the inspection process within an individual academy			C	A	<O
8.3	Attend post-inspection feedback and ensure the preparation and implementation of a post inspection action plan		A	R>/O	A	O
8.4	Liaise with Ofsted/DfE and other agencies regarding the quality of provision across the Trust		A	<R/O		
8.5	Support and attend any non-educational inspections e.g. Health & Safety, financial.			O		O
8.6	Ensure that any inspection (educational/non-educational inspection) recommendations are acted upon		A	R/O	R/O	O
<b>SCHOOL TO SCHOOL SUPPORT</b>						
9.1	Broker appropriate internal and external school-to-school support as necessary to facilitate excellent education across all the academies in the company		A	R>/O	C	C
9.2	Implement any school-to-school support opportunities as directed by the senior executive leadership and monitor any such arrangements, reporting back to the senior executive leadership at appropriate intervals or as			A/C	<R	<O
<b>PERFORMANCE MANAGEMENT OF NON-EXECUTIVES</b>						
10.1	Annual Trust level self-evaluation of governance effectiveness (e.g 360 review or annual self-evaluation)		A	<R		
10.2	Review of LGC Effectiveness			R>	O	C
<b>INDIVIDUAL ACADEMIES</b>						
11.1	Escalate specific academy matters (including risk) to the Board of Directors, as appropriate		A	<R>	O	
11.2	Ensure the spiritual wellbeing of pupils at the academy				R>	O
11.3	Develop and implement a school development plan, in line with Trust strategic priorities and oversee it carried out in			C	R>	<O
11.4	Develop stakeholder engagement				R>	O
11.5	Establish and maintain relationships with the parish priest, local Church and parish community as they contribute to the Catholic formation of the pupils at the academy	A			R>	O
11.6	Establish and maintain relationships with parents of pupils attending the academy to support them in their role as primary educators				R>	O
11.7	Establish and maintain a relationship with the wider community, including other Trust academies			R	R>	O

EDUCATIONAL STANDARDS						
No	Action	M	D	ET	LGC	HT
<b>MONITORING AND REPORTING</b>						
12.1	Receive a summative annual reporting and termly interim reports from the CEO/senior executive leadership on standards, addressing risks and mitigations, as necessary		R	O	C	C
12.2	Produce all reports as required by the executive team/Board in relation to standards, addressing risks and mitigations, as necessary				R	O
12.2	Intervene, in a timely manner, where standards fall below that which is expected of the academies within the Trust, implementing robust action plans, as appropriate		A	R/O	R/O	O
12.3	Set Trust-wide performance management targets relating to standards		A	<R/O		
12.4	Share external information and intelligence across the Trust from DfE/Ofsted etc relating to standards			<R>/O		
12.5	Ensuring the timely and effective use of the Trust data dashboard to monitor standards and highlight areas of concern to Directors and LGCs		A	<R>/O		
12.6	Review individual academy performance data and progress and attainment against predicted data premium			A	<R>	O
<b>CURRICULUM</b>						
No	Action	M	D	ET	LGC	HT
<b>CURRICULUM</b>						
13.1	Ensure a broad and balanced curriculum in individual academies			A	R	O
13.2	Develop curriculum offer for all Trust schools, ensuring equality of opportunity for all		A	<R	C	O
<b>SEND &amp; ADDITIONAL NEEDS</b>						
No	Action	M	D	ET	LGC	HT
<b>APPOINTMENTS</b>						
14.1	Appoint a lead SEND and inclusion director		A/O			
14.2	Appoint a local governor responsible for SEND and inclusion				A/O	
14.3	Designate a teacher to be responsible for coordinating SEND provision and additional needs (SEND Co /			C		<O
14.4	Designate a teacher to be responsible for CiC / PLAC children (Designated Teacher)					O
<b>COMPLIANCE</b>						
14.4	Executive leadership to ensure Trust-wide compliance with legal requirements relating to SEND within the academies, identifying any gaps in provision, reporting to Directors and facilitating training to ensure such		A	<R>/O	C	
14.5	Ensure individual academy compliance with legal requirements relating to SEND, identifying any gaps in provision and ensuring training is undertaken to ensure such compliance			C	R	<O
14.6	Liaise with the Local Authority in respect of pupils who have, or might have SEND and make provision for SEND pupils with or without an EHC Plan					O

DRAFT

SAFEGUARDING						
No	Action	M	D	ET	LGC	HT
<b>POLICY, COMPLIANCE, MONITORING AND REPORTING</b>						
15.1	Monitor safeguarding practice (ensuring compliance with legislation) across the Trust, reporting to the directors on a regular basis and escalating specific issues to the Safeguarding Director, as required		A/R>	<R/O		
15.2	Monitor safeguarding practice (ensuring compliance with legislation) in an individual academy, reporting to the Safeguarding governor on a regular basis and escalating specific issues to the LADO, or appropriate authority, as			C	R	<O
15.3	Identify Trust-wide training needs and facilitate		R	O>		C
15.4	Identify academy needs and facilitate			C	R	<O
15.5	Ensure the single central record is maintained for all Trust- based and cross-school appointments		A	O		
15.6	Ensure the single central record is maintained for individual academies by carrying out a check at least three times a			C	R	<O
15.7	Ensure compliance with all relevant regulations in individual academies e.g. risk assessments, health and safety etc			C	R	<O
15.8	Ensure at least one person involved in any recruitment process has undergone safer-recruitment training		A/R/O		A/R/O	
15.9	Appoint a designated Director for safeguarding		A/R/O			
15.10	Appoint a designated LGC Member for safeguarding			A	R/O	
15.11	Make arrangements for safeguarding audits to be conducted by independent personnel		A/R	O>	C	
15.12	Produce a post-audit action plan and implement				R	O

SUSPENSIONS AND EXCLUSIONS						
No	Action	M	D	ET	LGC	HT
<b>EXCLUSIONS AND SUSPENSIONS</b>						
16.1	Review the overall pattern of exclusions across the Trust and report to the Directors, taking any action, as required			<R/O>		C
16.2	Convene a committee to review any exclusion of a pupil in an individual academy.				A/R	O
16.3	Review the overall pattern of exclusions at an individual academy and report to the senior executive leadership, as required			A	<R>/O	
16.4	Exclude a pupil					O
16.5	Suspend a pupil					O

OTHER PUPIL RELATED MATTERS						
No	Action	M	D	ET	LGC	HT
17.1	Establish term dates and school holidays for the Trust in conjunction with the LGCs (ensuring academies at least meet the minimum number days/hours of education per week/year)		A	R/O		
17.2	Monitor and review the levels of attendance in academies and across the Trust and take remedial action, where appropriate			A	<R>	O
17.3	Monitor the impact of the pupil premium/sports premium across the Trust and in individual academies		A	<R>/O	C	O
17.4	Consider opportunities for extended school provision within an academy			C	A	<O

17.5	<i>Monitor school lunch provision in individual academies ensuring it meets the appropriate nutritional</i>			C	A	<O
17.6	<i>Monitor the provision of free school meals to those pupils meeting the criteria and follow up where there are any issues</i>				A	O
17.7	<i>Notify the Executive of any complaint or situation that arises which could bring into disrepute the Catholic character of the Trust and/or the academies within it, or has potential reputational damage for the Trust itself.</i>				A/R/O	O

FINANCE						
No	Action	M	D	ET	LGC	HT
<b>External Audit</b>						
18.1	Appointment of Auditors (and issue letter of engagement) and appoint an audit committee		A	O		
18.2	Receive annual accounts of the Trust	A	R	O		
18.3	Produce, submit and publish annual audited accounts (including a signed statement on regularity, propriety and compliance, and a governance statement, ensuring the Trust demonstrates value for money)		A	O		
18.4	Ensure individual academy's records and information is compliant with the Trust's policies and procedures to assist the Trust in preparing the annual accounts and/or any other accounting matter				A	O
<b>Appoint financial personnel</b>						
18.5	Appoint an Accounting Officer (AO)		A/O			
18.6	Appoint a Chief Financial Officer (CFO)		A	O		
18.7	Appoint a finance/audit and risk committee (as per the Academy Trust handbook) and ensure the committee report on the financial performance of the Trust to the Board at least three times a year		A/O	<R		
<b>Budgeting and Financial Control</b>						
18.8	Oversee the financial performance of the Trust and the academies, ensuring value for money		A	O	C	C
18.9	Ensure compliance with the requirements in the Academy Trust Handbook		A	<R>/O	R	O
18.10	Agree resource implications for centralised functions, including service charges and the appropriate mechanism for recovering costs		A	<R/O		
18.11	Monitor the effectiveness of centralised services (taking appropriate action, as necessary) and determine which functions will be centralized year-on-year		A	<R/O	<R/C	C
18.12	Make pay recommendations to LW CET Pay Panel, ensuring the pay policy has been equitably and consistently applied and linked to the outcomes of any Performance Management Review, which takes account of the recommendations of the Head Teacher-				R/O	C
18.13	Approve and submit an annual balanced budget for the Trust and its academies, including the approval of management accounts for each academy		A/R	O		
18.14	Agree budget plan on a 5-year rolling basis, ensuring the long-term viability of the Trust, and submit budget forecasts to the ESFA.		A	<R/O		
18.56	Through monthly budget reporting, monitor the income, expenditure, cash flow and balance sheet of the Trust, reporting any variance and taking any action, as necessary.		A	<R/O		
18.16	Ensure proper financial controls are in place		A	R/O		O
18.17	Ensure robust benchmarking in terms of the Trust's value for money (including individual academies)		A	<R/O		
18.18	Comply with the ESFA requirements in respect of borrowing by the Trust and ensure the approval of the ESFA to any such arrangements.		A	<R/O		
18.90	Open and manage bank accounts for the Trust		A	R/O		

**STAFFING**

No	Action	M	D	ET	LGC	HT
<b>Staffing: Finance</b>						
19.1	Agree staffing levels and salary/pay scales for the central Executive Team and other senior appointments		A	<R/O>	C	
19.2	Agree staff pay (including awards) for academy staff		A/R			
<b>Appointments</b>						
19.3	Ensure that specified posts are filled by practicing Catholics in observance of the Bishops' Memorandum regarding teachers in Catholic Schools, and ensure that the diocesan protocol is followed in respect of the appointment of any other senior post which directly affects the Catholic mission of the Trust and its academies (e.g, lay chaplains)		A	O	A/<R	O
19.4	Ensure the Diocese is involved in any recruitment, selection and appointment of senior posts which directly affect the Catholic mission of the company and its academies		A	O		
19.5	Directly appoint the senior executive team, headteachers and senior colleagues working across more than one academy in line with any diocesan protocol		A	O>	C	C
19.6	To appoint headteacher/executive headteachers to academies		A/R	R/D	C	
19.7	Appointment of SBMs, finance, administration and business staff		A	R/D	C	
19.8	To appoint all other academy staff			C	A/R	<O
<b>Staffing Structures</b>						
19.9	Determine and review any overarching management structures across the Trust and budget accordingly (ensuring financial sustainability and viability of posts, whilst maintaining educational standards)		A	<R/O	C	
19.10	Monitor and review staffing structures across the Trust and its academies		A	R/O	C	C
<b>Terms and Conditions</b>						
19.11	Ensure harmonisation of terms and conditions of employment and pay across the Trust to avoid the risk of employment claims/equal pay claims		A	<R/O	C	C
19.12	Monitor and review the terms and conditions of employment across the Trust and its academies		A	R/O		
19.13	Approve applications for early retirement, secondments and absence of leave for the CEO		A/O			

19.14	Approve applications for early retirement, secondments and absence of leave for the senior executive team and		A	O		
19.15	Approve applications for early retirement, secondments of all other academy staff			A / O >		C
19.16	Approve applications for absence of leave for staff in academies (subject to financial delegations)			R		O
<b>Performance Management</b>						
19.17	Performance management of the CEO, CFO and and Governance Professional		A/O			
19.18	Performance management of Senior Executive team and headteachers			A/O	O/C	
19.19	Performance management of other central team members			A/O		
19.20	Performance Management school-based staff				R	O
19.21	Performance Management of SBMs			C	R	<O
<b>Suspension and dismissals</b>						
19.22	Suspend and/or dismiss the CEO or CFO (and notify the Diocese of any action taken, particularly where any misconduct may bring the Catholic character of the Trust into disrepute)		A/O			
19.23	Suspend and/or dismiss all other members of the executive leadership team, headteachers, the Governance Professional to the Board		A	<R>/O	<C	
19.24	Suspend and/or dismiss teaching and non-teaching staff in individual academies		A	C	<R/O	<O
<b>Documentation, policies and procedures</b>						
19.25	Ensure the effective implementation of appropriate adoption of CES employment documents (with amendments, where necessary including the model contracts of employment and work place policies, in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools)		A	<R/O		
19.26	Ensure consultation with staff and trade union officials/representatives before adoption of workplace policies, as		A	R/O	C	
19.27	Maintain accurate and secure staff records		A	<R/O	R	O

### CONTRACTS

No	Action	M	D	ET	LGC	HT
<b>Procurement</b>						
20.1	Develop a Trust-wide strategy to ensure efficiency savings and review opportunities for collaborative		A	R/O	C	C

20.2	Quality assure all procured services		A	<R/O	C	C
<b>Ethical Considerations</b>						
20.3	Ensure the Trust conducts tendering processes in line with corporate social responsibility indicators, ensuring suppliers take account of economic, social and environmental factors in so far as permitted by the Academy Trust Handbook		A	<R/O		
20.4	Ensure the business of the Trust and its academies are conducted ethically and in line with the expectation that all suppliers take account of economic, social and environmental factors		A	R/O	<R	O/C
<b>Contracts</b>						
20.5	Enter into contracts on behalf of the Trust up to the limits of delegation and within an agreed budget		A	<R/O	C	O/C
20.6	Approve contracts which constitute related party transactions		A			

<b>HEALTH AND SAFETY</b>						
No	Action	M	D	ET	LGC	HT
21.1	Ensure an accessibility plan for each academy and escalate issues, as appropriate			A	<R	O
21.2	Conduct site inspections to review any health and safety issues, equipment and site security, taking remedial action, as necessary			A	<R	O
21.3	Monitor the accident book and agree appropriate actions			A	R	O
21.4	Ensure statutory compliance on all Health and Safety matters including, but not limited to, fire safety and legionella checks.			A	R	O
21.5	Ensure suitable risk assessments are prepared for each academy and appropriate actions taken				A	O

<b>SCHOOL ESTATE</b>						
No	Action	M	D	ET	LGC	HT
<b>Insurance</b>						
22.1	Procure and approve insurance arrangements for the Trust and its academies in accordance with Diocesan/Religious Order Trustees' requirements		A	O		
22.2	Ensure compliance with all insurance obligations/requirements at the academy			A	<R	O
22.3	Ensure compliance with all insurance obligations/requirements of the Trust		A	O		
<b>School Land and Buildings</b>						
22.4	Ensure that the Trust follows the Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies" as published from time to time		A	O		

22.5	Review and maintain any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan Trustees, including seeking their agreement to any such plans		A	<R/O	<R	O
22.6	Apply to the Diocesan Trustees for any funding/consent to building works before undertaking work		A	O	C	C
22.7	Select, plan and oversee any capital projects and buildings improvements as agreed by the Diocesan Trustees and in accordance with all diocesan protocols		A	O	C	C
22.8	Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the senior executive leadership			A	<R	O
22.9	Apply to the Diocesan Trustees for permission for change of use of assets		A	O	C	C
22.10	Ensure land and buildings are maintained and fit for purpose and prepare summative/advisory reports, as		A	<R/O	<R	O
22.11	Provide evidence of compliance with all statutory requirements for works e.g. planning approval, listed buildings consent, buildings regulations consent etc		A	O	<R	O
22.12	Ensure all statutory testing and maintenance requirements are complied with e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety et			A	<R	O

#### COMMUNICATION AND INFORMATION MANAGEMENT

No	Action	M	D	ET	LGC	HT
	<i>Compliance</i>					
23.1	Manage all communication with the Regional Schools' Commissioner (RSC) and notify the Diocese of any warning notice or other notice shortcoming received from the RSC/DfE/ESFA/local authority/Ofsted etc		A	O		
23.2	Work with the Diocese to respond to any media interest and ensure that any public statements and/or responses to media enquiries are agreed with the Diocese		A	O	C	C
23.3	Ensure compliance with all data protection legislation and freedom of information requests across the Trust and individual academies and ensure the safe storage of data		A	<R/O	<R	O
23.4	Develop and implement an integrated ICT strategy to ensure compatibility of systems across all the academies in the Trust to facilitate maximum efficiency and cohesiveness		A	O>		C
23.5	Ensure that registration with the Information Commissioner's Office is up to date		A	O		
23.6	Maintain and develop the Trust's website, ensuring all statutory information is published		A	O		
23.7	Ensure the publication of academy information and maintain and develop individual academies websites, ensuring all statutory information is published			A	R	O
23.8	Ensure effective communication with pupils, parents or carers, staff, the parish priests, diocese and the wider community including the support of a local parent teacher association (if established)				R	O

RISK

No	Action	M	D	ET	LGC	HT
24.1	Adopt the disaster recover/business continuity plan for the Trust and its academies and monitor its		A	<R/O	C	O
24.2	Establish an academy risk register and review, escalating matters, where necessary			A	<R	O
24.3	Commence or settle any litigation proceedings		A	O		
24.4	Provide relevant and appropriate guarantees and indemnities as authorized by the members/Diocesan Trustees in accordance with any requirements prescribed by the Academy Trust		A	O		

## Appendix 1

### Delegation at a Glance – Members

Area	Responsibility	Decision/Approval	Oversight/Monitoring	Advisory Only
Catholic Character	Uphold Trust's Catholic mission and ethos	✓ Approve Articles and any amendments	✓ Ensure alignment with Bishop/Diocese	
Governance Structure	Approve Scheme of Delegation	✓ Approve changes		
Appointments	Appoint/remove Directors	✓		
Strategic Direction	Approve Trust vision/strategic plan	✓	Monitor outcomes	
Compliance	Ensure compliance with company law, charity law, and Canon Law	✓		

### Delegation at a Glance – Board of Directors

Area	Responsibility	Decision/Approval	Oversight/Monitoring	Advisory Only
Catholic Character	Ensure mission embedded in all schools	✓ Approve Catholic Life policies	✓ Monitor impact	
Governance	Approve governance framework, policies	✓	Monitor LGC effectiveness	
Finance	Approve budget, accounts	✓	Monitor financial performance	
Education	Approve education strategy	✓	Monitor performance data	
Safeguarding	Approve safeguarding policies	✓	Monitor compliance	

### Delegation at a Glance – Executive Leaders

Area	Responsibility	Decision/Approval	Oversight/Monitoring	Advisory Only
Catholic Character	Implement Catholic Life strategy		✓ Report to Board	Advise on diocesan matters
Governance	Support Board & LGC operations		✓ Ensure compliance	
Finance	Develop budget	Recommend for approval	✓ Manage delivery	
Education	Lead school improvement	Approve operational plans	✓ Monitor impact	
Safeguarding	Ensure operational compliance		✓ Report to Board	

### Delegation at a Glance – Local Governing Committees (LGCs)

Area	Responsibility	Decision/Approval	Oversight/Monitoring	Advisory Only
Catholic	Monitor Catholic Life in		✓ Report to Board	Advise

<b>Area</b>	<b>Responsibility</b>	<b>Decision/Approval</b>	<b>Oversight/Monitoring</b>	<b>Advisory Only</b>
Character	school			Headteacher
Governance	Hold Headteacher to account		✔ Monitor SDP delivery	
Finance	Monitor budget implementation		✔ Report variances	Advise Board
Education	Monitor pupil progress		✔ Challenge Headteacher	
Safeguarding	Monitor compliance		✔ Report issues	

### **Delegation at a Glance – Headteachers**

<b>Area</b>	<b>Responsibility</b>	<b>Decision/Approval</b>	<b>Oversight/Monitoring</b>	<b>Advisory Only</b>
Catholic Character	Lead Catholic Life in school	✔ Implement ethos in daily life	✔ Report to LGC and Board	Advise on diocesan priorities
Governance	Provide accurate, timely reports to LGC & Board		✔ Ensure staff understand governance roles	
Finance	Manage school budget within limits	✔ Day-to-day budgetary control	✔ Report financial performance	Recommend efficiencies to Board
Education	Lead teaching, learning, and curriculum	✔ Approve operational decisions	✔ Report performance data	Seek advice from Executive Leaders
Safeguarding	Act as DSL / ensure DSL in place	✔ Implement safeguarding policy	✔ Report safeguarding incidents and compliance	Liaise with LGC & Board
HR & Staffing	Recruit and manage staff within agreed structure	✔ Approve appointments within delegated authority	✔ Report staffing changes/issues	Seek Board advice for senior roles
Health & Safety	Maintain safe learning environment	✔ Implement H&S procedures	✔ Report incidents and compliance	Advise Board on capital needs



