



**EMMAUS**

CATHOLIC ACADEMY TRUST

**Scheme of Delegation**

# **Appendix 1**

**May 2023**



	<i>Members</i> Guardians of Governance	<i>Directors</i> Ultimately accountable, approves all statutory policies and finance	<i>Executive Team</i> Approves key activities and supports schools	<i>LGB</i> Monitors and supports schools	<i>Headteacher</i> Delivers on school performance and operations
<b>A. GOVERNANCE</b>					
<b>ACTION</b>	<b>Members</b>	<b>Directors</b>	<b>Executive Team</b>	<b>LGB</b>	<b>Headteacher</b>
1. Attend Annual General Meeting					
2. <b>Vary Articles of Association</b>	<b>Agree and approve articles of Association</b>	<b>Recommend and review Articles of Association</b>			
3. Appoint and remove Directors		Recommend the appointment and removal of Directors Approve role descriptors for the Directors and committees of the Trust Board			
4. <b>Appoint and remove Local Governors</b>		<b>Approve the appointment of Chairs, Governors and Clerks to the LGBs</b>	<b>Recommend and review the appointment and removal of the Chair and Clerk to the LGB. Consult on the appointment and removal of Governors</b>	<b>Elect a Chair/Vice Chair Ensure there are governors with specific responsibility for SEND, CP matters, PP and Financial matters Give notice of the resignation of a governor</b>	<b>Consult on the appointment of the Chair of the LGB</b>
5. Annual report on the company's performance		Submit and publish an annual report to members	Assist the Directors with the preparation of the annual report	With the Headteacher prepare an annual report on the school's performance	With the LGB prepare an annual report of the school's performance
6. <b>Preserve and develop the religious character, mission and ethos of the company</b>		<b>Preserve and develop the religious character, mission and ethos of the CAT</b>	<b>Preserve and develop the religious character, mission and ethos of the CAT</b>	<b>Ensure clarity of vision, ethos and strategic direction in collaboration with the Headteacher</b>	<b>To lead, manage and implement the religious and educational character, mission and ethos</b>
7. Carry out the three core functions of governance		Ensure clarity of vision, ethos and strategic direction Oversee the financial performance of the company	Support the Directors to carry out the three core functions effectively	Ensure effective governance based on the following six key features; Strategic Leadership Accountability, People, Structures, Compliance and Evaluation	Attend meetings of the LGB and provide a Headteacher's report
8. <b>Strategic oversight of governance</b>		<b>Strategic oversight of Governance arrangements</b>	<b>Monitor governance arrangements and their effectiveness</b>	<b>Assist the Executive Team with its report on governance arrangements</b>	<b>To produce the vision and direction of the school in conjunction with the LGB</b>
9. Succession planning		Prepare a succession plan	Advise the Directors on succession planning and take appropriate action as required	Succession plan for local governance and senior leadership	Advise the LGB on succession planning



<p><b>10. Reserved matters and business of the company</b></p>		<p><b>Determine non-delegable functions and responsibilities</b></p>	<p><b>Support the Directors to ensure that the CAT and individual schools and accounts, and governance details are published</b></p>		
<p>11. Appointments of administrative nature</p>		<p>Approve the appointment and removal of the Company Secretary, Executive Team and Clerk</p>			
<p><b>12. Compliance and/or administrative/company sectorial matters</b></p>		<p><b>Ensure the filing of company registers and ESFA return</b>  <b>Update Edubase as required by the Academy Trust Handbook</b>  <b>Receive advice regarding the establishment and publication on the company's website</b></p>	<p><b>Attend meetings of the Directors and provide an Executive Report</b>  <b>Support and advise the Directors to ensure compliance with the duties placed upon them</b>  <b>Ensure that the CAT is compliant with all relevant regulations</b>  <b>Prepare and file company registers</b>  <b>Advise the Directors on central spend/top slice arrangements</b></p>	<p><b>Oversee the financial performance of the organisation, making sure that money is well spent</b>  <b>Ensure that the school is conducted in a way that is compliant with all relevant regulations</b>  <b>Assist with ensuring that the school's governance details are published on the school website</b></p>	<p><b>Conduct the school in a way that is compliant with all relevant regulations, reporting any failings to the LGB for action</b>  <b>Ensure that the school's governance details are published on the school website</b></p>
<p>13. Documents, policies and procedures</p>		<p>Review and amend policies of the CAT, terms of reference, code of conduct and practice, scheme of delegation, role descriptions for Directors</p>	<p>Prepare and recommend policies and guiding principles of the CAT  Prepare terms of reference for LGBs</p>	<p>Review and amend policies of the school in line with CAT-wide policies  Adopt and specific CAT-wide policies</p>	<p>Implement the CAT-wide policies, tailored by the LGB</p>
<p><b>14. Inspections</b></p>		<p><b>Comply with any denominational and educational inspections as required</b></p>	<p><b>Support and assist the directors and/or LGB to prepare for any inspection</b>  <b>Ensure that any outcomes are carried out</b></p>	<p><b>Comply with any denominational and educational inspections as required</b>  <b>Ensure that any outcomes are carried out</b></p>	<p><b>Comply with any denominational and educational inspections as required</b></p>
<p>15. School to school support</p>		<p>Broker appropriate school-to-school support</p>	<p>Support Directors to broker appropriate school-to-school support</p>	<p>Implement and monitor any school-to-school support opportunities</p>	<p>Implement any school-to-school support opportunities as directed</p>
<p><b>16. Performance management of non-executives</b></p>		<p><b>Perform a 360 review of the Chair and carry out annual self-evaluations</b></p>	<p><b>Support the Directors with the annual self-evaluation</b>  <b>Perform a 360 review of the LGB Chair</b></p>	<p><b>Carry out annual self-evaluations and report findings to Executive Team</b></p>	<p><b>Recommend the appointment and removal of SLT and approve the appointment and removal of staff</b></p>



17. School level matters			Monitor school life and report any relevant findings to Directors	Hold senior leaders to account for the educational performance of the organisation Ensure the wellbeing of pupils at the school With the Headteacher establish pupil, parent and staff voice and monitor Establish relationships with the parish priest and local community, parents and pupils attending the school Generally, support and challenge the headteacher.	Assist the LGB to develop pupil, parent and staff voice Build relationships with the local community
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**Useful Resources:**

- Articles of Association of the company – the company’s constitutional document which should be based on the February 2019 model available on the DfE website
- Academy Trust Handbook – a key document which sets out the framework for multi-academy trust companies reflecting their status as companies, charities and public bodies. Compliance with the Academy Trust Handbook is required through the company’s Funding Agreement with the Secretary of State
- Master Funding Agreement – the agreement entered into between the company and the Secretary of State to receive public funds for the establishment and running of academies
- Supplemental Funding Agreement - the agreement(s) entered into between the company and the Secretary of State which sets out how each of the academies in the company will be operated
- Memorandum of Understanding between the Catholic Church and the department for Education (April 2016) – sets out the key principles to inform the working relationship between the DfE, the CES and the Catholic dioceses with regard to Catholic schools becoming academies
- Emmaus CAT Guiding Principles, Governance
- Charity Commission Guidance ‘CC3: the essential trustee: what you need to know, what you need to do’
- CES Governor skills audit
- CES Governing Body Self-Evaluation Form
- CES Governance Statements
- CES Code of Conduct
- CES Protocol between dioceses and schools **to be updated**
- CES ‘A clarification of roles and responsibilities’
- CES Recruitment Resources for Foundation Directors and Foundation Governors
- CES website best practice guidance for governor recruitment
- CES governor recruitment campaign guide
- DfE Trust Quality Descriptors, April 2023
- MATSE Framework, September 2021

**B. FINANCE**

ACTION	Members	Directors	Executive Team	LGB	Headteacher
1. Appointment of auditors	Receive annual accounts of the CAT	<b>Appoint External Auditors</b> <b>Appoint an Audit Committee</b>			
2. Appointment of finance personnel		Appoint an Accounting Officer Appoint a Chief Finance Officer Appoint a Finance Committee	CSEL/CEO to act as the Accounting Officer	Appoint local governors with responsibility for financial management to support and	



3. Budgeting and financial control		<p>Ensure compliance with the requirements of the Academies Finance Handbook  Submit the budget forecast to the EFSA  Accountable for CAT-wide financial regularity, propriety and compliance  Responsible for Scheme of Delegation  Approves CAT budget and central recharge, the use of capital, school surpluses or deficits and approves the annual financial statements.  Budget plan of a 5-year rolling basis  Reviews the monthly management accounts of all schools  Acts on the advice of its Finance, Audit, and Risk Committee  Approve any significant changes to the approved budget  Ensure proper financial controls are in place  Ensure robustness of benchmarking in terms of value for money  Ensure that any company borrowing has received EFSA approval</p>	<p>As required by Directors, take any action needed to meet all requirements of the Academy Trust Handbook  Responsible for CAT-wide financial regularity, propriety and compliance  Prepares all ESFA financial returns  Drives financial reporting and benchmarking across the CAT  Support with training around financial matters  Co-ordinates the annual forecast and three year budget across the CAT</p>	<p>challenge the school budget and forecast</p> <p>Be mindful of the school's annual budget and operate within it  Monitor the income, expenditure and cash flow of the school and report any issues to the Executive Team  Accountable for Pupil Premium, Catch-Up, Sports Premium and SEND expenditure  Initial approval of all high level and capital expenditure following recommendations from the Executive Team</p>	<p>Accountable for financial probity and best value in school expenditure  Ensures the preparation of the annual budget and three year forecast, working with the Finance Dept  Monitors the income and expenditure of the school, reporting and developing any recovery actions required from any variances to the LGB  Ensure proper financial controls are in place at the school</p>
4. Accounting		<p>Ensure that the accounts are audited in accordance with Diocesan/Religious Order Trustees' requirements relating to Church assets  Produce, submit and publish annual accounts, signed statement of regularity, propriety and compliance</p>	<p>Support and co-ordinate the preparation of the annual financial statement by the external auditors  Support Headteachers and LGBs with school finances  Consider any variances on delegated budget reported by LGBs</p>	<p>Ensure the school keeps proper records and provides information to assist the CAT to prepare the annual accounts</p>	<p>Keep proper records and provide information to assist the company prepare the annual accounts or any other accounting matter</p>



5. Documents, policies and procedures		<p>Adopt and review all financial policies as required by the Academy Trust Handbook</p> <p>Adopt and review charging and remissions policy</p> <p>Registers and publishes all pecuniary and business interests</p> <p>Ensure the company keeps all relevant financial records for a minimum of six years following the end of the funding period</p>	<p>Prepare all finance policies as required by the Academies Finance Handbook and/or as recommended by the auditors</p> <p>Prepare a charging and remissions policy for adoption by the directors</p> <p>Maintain a register of business and pecuniary interests</p> <p>Keep all financial records for a minimum of six years following the end of the funding period</p>	<p>Registers and publishes all pecuniary and business interests</p>	
6. Staffing		<p>Agree pay for all Headteachers, Executive Headteachers and Executive I Team, including CEO</p>	<p>Support Directors to determine pay for all Headteachers, Executive headteachers and Senior Executive Team</p> <p>Set up and approve staff expenses</p>	<p>Provide local intelligence to the Directors/Executive Team to inform decisions relating to Headteacher pay</p>	<p>Set up and approve staff expenses at the academy in accordance with CAT-wide policy</p>
7. School level matters			<p>Monitor the provision of free School meals and follow up with LGBs where there are any issues</p>	<p>Monitor the provision of free school meals to those pupils meeting the criteria and follow up any issues</p>	<p>Ensure the provision of free school meals to those meeting the criteria</p>

**Useful Resources:**

- CES Model Governance Statements for Academy Trust Companies

**C. CONTRACTS**

ACTION	Members	Directors	Executive Team	LGB	Headteacher
1. Procurement		<p>Ratify the CAT-wide competitive tendering policy and ensure procurement thresholds are observed</p>	<p>Prepare a CAT-wide competitive tendering policy</p> <p>Develop CAT-wide procurement policies</p>	<p>Support the Directors in their monitoring and evaluation of the delivery of any central services and the provision/procurement of functions provided by the company</p>	
2. Ethical considerations		<p>Conduct the business of the CAT ethically and in line with corporate responsibility indicators</p>	<p>Conduct business of the CAT ethically and in line with corporate responsibility indicators</p>	<p>Ensure the business of the school is conducted ethically in line with the requirements set out by the Directors</p>	<p>Conduct the business of the school ethically and in line with corporate social responsibility indicators</p>



3. Entering into contracts		<b>Set the delegated levels of authority for contracts</b> <b>Approve contract with a value above £100,00</b> <b>Approve contracts which constitute related party transactions</b>	<b>Enter into contracts up to the limits of delegation and within an agreed budget</b>	<b>Enter into contracts in the name of the school or CAT, where appropriate, up to limits of delegation and within agreed financial limits</b>	<b>Enter into contracts up to the limits of delegation and within an agreed budget</b>
4. Payments and expenses		Set up and approved Directors expenses in accordance with the company's conflict of interests policy	Make payments within agreed financial limits	Make payments within agreed financial limits	Make payments within agreed financial limits Act as a signatory of a school bank account

#### D. RISK

ACTION	Members	Directors	Executive Team	LGB	Headteacher
1. Risk appetite, reporting and monitoring		Appoint an Audit and Risk Committee Ensure the development and ownership of a Board Assurance Framework and Risk Register Ratify the Risk Reporting Policy Discuss and set the CAT Risk Appetite Adopt the disaster recovery business continuity plan for the CAT and schools Commence and settle any litigation Provide the relevant and appropriate guarantees and indemnities as authorised by the members/Diocesan Trustees/Religious Order Trustees	Prepare and maintain a Board Assurance Framework, Risk Management Policy and CAT-wide risk register Review the risk reports provided by the LGBs and make any recommendations Plan a disaster recover/business continuity plan for the CAT and the schools Ensure that any necessary actions are taken to eliminate/reduce any identified risks Provide the Directors with all relevant information and requirements relating to warranties and indemnities as prescribed by the Academy Trust Handbook and/or the ESFA	Adopt a Risk Reporting Policy in line with the CAT-wide Policy Regularly review and update the risk register of the school Monitor the implementation of risk reporting	Prepare the risk register for the LGB having regard to the risks identified by the Central Team Implement and ensure that the school is compliant with the disaster recover/business continuity plan

**Useful Resources**

- Church Scheme rules on RPA for Church Academies

#### E. CURRICULUM AND STANDARDS

ACTION	Members	Directors	Executive Team	LGB	Headteacher
2. Curriculum, monitoring and reporting		<b>Appoint a Curriculum Committee</b> <b>Set KPIs and ensure the Curriculum Committee enforces these</b>	<b>Advise Directors on the setting of KPIs</b> <b>Review the contents and delivery of the curriculum across the schools</b>	<b>Ensure that RE and collective worship is delivered in line with the Religious Education</b>	<b>Develop and implement a school strategy, curriculum, culture and ethos in line with overall CAT mission</b>



		<p>Ensures clarity of vision and ethos, and set the strategic direction of the CAT</p> <p>Hold Executive Team to account on academy improvement and all operational areas</p> <p>Determine CAT-wide curriculum guiding principles and ensure that school leaders follow the Diocesan framework</p> <p>Receive an annual report from the CEO/Executive Team on standards</p>	<p>Approve the LGB and Headteacher's production of a SEF and School Development Plan</p> <p>Monitor figures received relating to standards reported by the Headteacher via the Headteacher Report and the ASR</p> <p>Provide an annual report to Directors on standards</p> <p>Monitor the KPI figures reported from the Headteachers relating to standards and take up any issues with the LGB</p>	<p>Directory guidance. <u>RED Guidance</u></p> <p>Ensure that Relationships and Sex Education is taught in accordance with the social and moral teachings of the Catholic Church</p> <p>Ensure that there is a broad and ambitious curriculum in place for all pupils including those with SEND</p> <p>Hold school leaders to account through the SEF and School Development Plan</p> <p>Monitor the KPI figures reported from the Headteacher relating to standards</p>	<p>Through the Headteachers report evaluate the impact of the curriculum to the Executive Team and LGB through quality first teaching</p> <p>In conjunction with the LGB and executive team, prepare a draft School development plan and SEF</p> <p>Ensure effective performance management of staff</p> <p>Ensure that the curriculum encapsulates safeguarding risks</p> <p>Set targets for pupil achievement and progress and monitor and report findings to the LGB</p> <p>Make provision for a daily collective worship</p>
3. Appointment of Committees		Appoint an Education Standards Committee	Assist the Directors as required with regard to any issue or matter raised by the Standards Committee	Designate a member of the LGB as governor responsible for standards at the school and ensure that they report to the Executive Team as appropriate	Report the standards at the school to the governor designated with responsibility for standards
4. Ofsted		<p>Liaise with Ofsted and assist the schools with inspections</p> <p>Direct the Executive Team as appropriate where concerns are raised</p>	<p>Liaise with Ofsted as required by the Directors</p> <p>Prepare the CAT for inspection and manage the process where the impact of the CAT is under review</p> <p>Support LGBs and Headteachers with any individual school inspection</p> <p>Advise LGBs where any concerns are raised relating to inspections and report to the Directors for further action</p>	<p>Ensure the school is prepared for an inspection and support the Headteacher</p> <p>Report any concerns relating to inspection to the Executive Team</p>	<p>Prepare and brief staff and appropriate personnel ready for inspection</p> <p>Report any concerns relating to inspection to the LGB/Executive Team</p>
5. Policies and procedures		Determine CAT-wide guiding principles relating to curriculum to ensure the provision of a balanced and broad based curriculum	Prepare and oversee the implementation of CAT-wide guiding principles relating to curriculum, particularly that each school preserves and develops the Catholic	Ensure that curriculum guiding principles are applied at the school	Implement the curriculum guiding principles at the school and ensure that they are complied with





		Ensure that the Catholic character of the organisation permeates the curriculum and life at each individual school Adopt a written policy on relationships and sex education in accordance with any diocesan/CES policy Determine a CAT-wide policy on religious education and collective acts of worship in accordance with the Religious Education Directory guidance. <u>RED Guidance</u>	character through the curriculum		
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**Useful Resources**

- Emmaus CAT Guiding Principles, Curriculum
- Catholic Values and 'British Values' practical advice from the CEA
- CES resources on Relationship and Sex Education including:
- A model Primary Catholic RSE curriculum
- A model Secondary Catholic RSE curriculum
- A model policy for relationship and sex education
- Good practice in developing a school RSE policy
- Catholic RSE Quality Standard
- Governor audit for monitoring RSE
- Who is responsible for teaching RAE to children and young people
- Outstanding RSE in a Catholic context – a case study

**F. SEND**

<b>ACTION</b>	<b>Members</b>	<b>Directors</b>	<b>Executive Team</b>	<b>LGB</b>	<b>Headteacher</b>
<b>1. Appointments</b>		<b>Adopt a lead SEND Director</b>		<b>Appoint a local governor responsible for SEND and inclusion</b>	<b>Designate a teacher to be responsible for coordinating SEND provision</b>
2. Compliance		Ensure training and legal compliance issues Review report on SEND produced by the Executive Team and address any shortcomings	Review SEND guiding principles, ensuring compliance in schools Produce a report for the Directors on the SEND provision across the CAT Review KPIs across the schools for identification of any areas for concern	Ensure compliance with legal requirements relating to SEND within the school	Liaise with the Local Authority in respect of pupils who have, or might have, SEND Ensure compliance with the legal requirements relating to disability Make provision for SEND pupils with or without an EHC Plan



3. Documents, policies and procedures		Adopt CAT-wide SEND guiding principles Consider the safeguarding audit outcomes and instruct the Executive Team to address any shortcomings, as appropriate	Prepare the CAT-wide SEND guiding principles Carry out a CAT-wide safeguarding audit and report the outcomes to the Directors for action, as appropriate	Review and maintain the school's SEND policy and provide oversight of the implementation of the policy Assist the Executive Team with the safeguarding audit at the school	Implement the SEND guiding principles Assist the Executive Team with the safeguarding audit at the school
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**Useful Resources**

- Emmaus CAT Guiding Principles, SEND

**G. SAFEGUARDING**

ACTION	Members	Directors	Executive Team	LGB	Headteacher
1. Monitoring and reporting		Instruct the Executive Team on action to be taken where safeguarding practice in the schools is falling short of expected standards	Monitor safeguarding practice across the CAT and take appropriate action where safeguarding practice is falling short of the standards expected Identify training needs and report to the Directors Report to Directors on the procedures in place for safeguarding	Ensure that safeguarding practices are followed at the school and report and shortcomings to the Executive Team Identify training needs and report to the Executive Team	Implement and comply with any safeguarding practices at the school and report any shortcomings to the LGB/Executive Team
2. Compliance		Accountable for all compliance Safeguard and promote the welfare of children, having regard for any statutory guidance around safeguarding Ensure the suitability of staff, supply staff, volunteers, contractors and proprietors Follow the Home Office's 'Revised Prevent Duty guidance: for England and Wales' and the DfE's general advice 'Protecting children from radicalisation: the prevent duty' Ensure the SCR is maintained for all company-based and cross-school appointments	Ensure compliance with legislation and identify training needs Ensure that there are arrangements for safeguarding audits Review governor accountability with regards to safeguarding Ensuring the design and delivery of up to date and relevant training relevant safeguarding practices across the CAT Ensure that DSL/DDSLs are provided with effective supervision Monitor Directors compliance with the duty to maintain the SCR with a routine review of the upkeep of the SCR	Ensure that each school has appointed a designated teacher to support looked after children Ensure that each school has appointed a of suitably trained DSL Ensure that at least one governor on any recruitment panel has up to date safeguarding and safer recruitment training Regularly ensure the upkeep of the single central record Ensure that the CAT safeguarding and child protection policy is adhered to with contextual information relevant to the locality	Promote, develop and maintain a robust culture of safeguarding that has at its heart the welfare and needs of the child first Ensure all staff receive regular safeguarding training on induction and then on a regular basis Ensure compliance with relevant regulations Ensure that the curriculum encapsulates safeguarding risks for all pupils Ensure that all safer recruitment processes are followed and that the SCR is maintained and up to date



<p>3. Recruitment and appointments relating to safeguarding</p> <p>4. Documents, policies and procedures</p>		<p>Ratify all statutory policies Ensure processes are in place to audit safeguarding</p>	<p>Ensure Directors have up to date Safer Recruitment training and general safeguarding training Ensure that each school has appointed a designated teacher to support looked after children</p> <p>Adopt statutory policies and draft CAT-wide guiding principles including those relating to safeguarding and child protection to align with statutory guidance Review and maintain a CAT-wide safeguarding and child protection policy</p>	<p>Appoint a designated governor for safeguarding to monitor and ensure compliance of school implementation of statutory compliance, risk management and SEND (mandatory)</p> <p>Review and maintain a safeguarding and child protection policy for the school (consistent with the CAT-wide guiding principles)</p>	<p>Appoint a named Designated Safeguarding Lead (DSLs and DDSLs) and clearly identify them Appoint a designated teacher to support looked after children</p> <p>Ensure all required safeguarding policies and procedures are up to date and known by all staff</p>
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**Useful Resources**

- Emmaus CAT Guiding Principles, Safeguarding

**H. BEHAVIOUR AND ATTENDANCE**

ACTION	Members	Directors	Executive Team	LGB	Headteacher
<p>1. Exclusions</p> <p>2. Documents, policies and procedures</p>		<p>Review the use of exclusions across the CAT and ensure that appropriate action is taken the Executive Team</p>	<p>Review the overall pattern of exclusions across the schools and report to the Directors, taking any action they direct</p> <p>Prepare CAT-wide culture and behaviour guiding principles including the use of Registered Alternative Provisions Review attendance and exclusions data and the use of Registered Alternative Provisions used across the CAT</p>	<p>Convene a committee to review any permanent exclusion of a pupil Review the overall pattern of exclusions at the school and report to the Executive Team/Directors</p> <p>Assist the Headteacher to prepare a behaviour policy for the Academy in line with the CAT-wide exclusions culture and behaviour guiding principles Support and maintain disciplinary and appeals panels</p>	<p>Exclude a pupil for a fixed term of permanent, as appropriate</p> <p>With the LGB, prepare a behaviour and exclusions policy in line with the CAT-wide guiding principles Ensure effective operation of all policies of the academy</p>

**Useful Resources:**

- Emmaus CAT Guiding Principles, Culture and Behaviour



I. ADMISSIONS					
ACTION	Members	Directors	Executive Team	LGB	Headteacher
1. Place planning		<p>Assist the diocese with any requirements it may have relating to the Bishop's duty to ensure that there are sufficient school places available for the baptised Catholic children resident in his area</p> <p>Receive an annual report from the Executive Team and share the report with the Diocesan Education Service to assist the Bishop in his responsibilities relating to place planning</p> <p>Obtain Diocesan approval to expand school places across the CAT</p>	<p>Prepare an annual report to the directors on the need for school places within the local community, using local intelligence, which will be used to assist the Bishop with his school place planning duties across the diocese</p>	<p>Assist the Executive Team to prepare an annual report to the directors on the need for school places within the local community, using local intelligence, which will be used to assist the Bishop with his school place planning duties across the diocese</p>	<p>Advise the LGB/Executive Team in respect of the need for future places at the school which will assist the Executive Team to prepare their annual report on the need for school places</p>
2. Admissions arrangements		<p>Determine the extent to which the directors will delegate the responsibility for determining admissions arrangements to the schools</p> <p>Comply with Diocesan guidance on admissions</p> <p>Comply with the Schools Admissions and Appeals Codes</p>	<p>Provide oversight, and support of the implementation of admissions arrangements across the CAT</p> <p>Ensure that the impact of any proposed changes to a school's admission arrangements are considered in light of the other schools in the CAT and other catholic schools generally in the diocese</p> <p>Report to the Directors regarding admissions arrangements across the schools in the CAT</p> <p>Ensure effective arrangements are in place for pupil recruitment</p> <p>Provide advice and guidance to Directors regarding the requirements of the School Admissions and Appeals Codes</p>	<p>Undertake consultation, determine and publish admissions arrangements</p> <p>Plan for determining admissions and hearing admissions appeals</p> <p>Ensure effective arrangements are in place for pupil recruitment</p> <p>Contribute to the development of the school prospectus</p>	<p>Provide advice and guidance to the LGB and the Directors as to requirements under the School Admissions and Appeals Codes</p> <p>Plan for determining admissions and hearing admissions appeals in line with the CAT-wide policy</p> <p>Participate in local admissions forum</p> <p>Ensure effective arrangements are in place for pupil recruitment to the academy</p>
3. Documents, policies and procedures		<p>Adopt the CAT-wide admissions policy prepared by the Executive Team and</p>	<p>Work with the Diocese to produce a CAT-wide admission policy for adoption by the Directors</p>	<p>Adopt the CAT-wide School Admissions Policy</p>	<p>Ensure compliance with the CAT-wide Admissions Policy</p>



		ensure that it complies with all Diocesan requirements Review and approve all school admissions policies before they are determined and published by the LGB	and ensure that it complies with all Diocesan requirements Ensure all the policies are review by the Directors and are compliant with the School Admissions and Appeals Codes Manage admissions appeals Set guiding principles for fair access/in year protocols; provide expertise	Keep informed of major aspects such as policy and appeals Monitor fair access in line with guiding principles	Participate and negotiate with LA over local fair access / in-year placements protocols – and then implement
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**Useful Resources:**

- Emmaus CAT Guiding Principles, Culture and Behaviour
- CES Guidance on Eastern Catholic Churches
- Diocesan guidance on admissions

**J. PUPIL MATTERS**

<b>ACTION</b>	<b>Members</b>	<b>Directors</b>	<b>Executive Team</b>	<b>LGB</b>	<b>Headteacher</b>
1. Complaints		Adopt a CAT-wide complaints policy Review data provided by the Executive Team/LGB relating to pupil premium and sports premium Accountable for all legal responsibilities. Notify the Diocese of any school level complaints which could bring into dispute the Catholic character of the CAT	Prepare a CAT-wide complaints policy Review the level of complaints across the CAT and report to the Directors outlining the changes initiated as necessary to address any issue	Adopt a School complaints policy Hear complaints at the relevant stage Make final decision if governors' panel needed	Prepare a school complaints policy consistent with the CAT-wide policy
2. School level matters			Monitor the levels of attendance in the schools Monitor the impact of the pupil premium/sports premium across the CAT	Support and advise the Headteacher to determine KPIs Review attendance and pupil absences Appoint a local governor responsible for statutory grants including pupil premium and sports premium Monitor the impact of the pupil and sports premium in the school and report to the Directors	Maintain a register of pupil attendance and report on attendance and pupil absences Ensure effective deployment of the pupil premium and monitor its impact Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes Review and maintain home-school agreements, if appropriate, which should



				Informed of every permanent exclusion and monitors FTE frequency and trends Monitor that the school lunch provision at the school meets the appropriate nutritional standards and act as appropriate	reflect support for the school's Catholic character Ensure effective deployment of the pupil premium and monitor its impact, reporting any issues to the LGB Ensure that the school lunch provision at the school meets the appropriate nutritional standards
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**K. STAFFING**

<b>ACTION</b>	<b>Members</b>	<b>Directors</b>	<b>Executive Team</b>	<b>LGB</b>	<b>Headteacher</b>
<b>1. Appointments</b>		<b>Accountable for all HR compliance</b> Ensure that certain posts are filled by practising Catholics in observance of the Bishops' Memorandum on Appointment of Teachers in Schools Ensure that Diocesan protocol is followed Ensure that the Diocese is involved in any recruitment, selection and appointment to senior posts which directly affect the Catholic mission	<b>Take any action relating to staff appointments across the CAT as required by the Directors</b> Recruit CAT operational staff Assist the LGB with the appointment of Headteacher, DHT, SBM and Head of RE	<b>Support the Directors in the process to appoint the headteacher and any other relevant post as requested by the Executive Team</b>	<b>With the LGB, appointment teaching and support staff</b>
2. Staffing Structures		Determine and review overarching management structures across the CAT and budget in accordance with Diocesan Policy Develop Catholic leadership within the CAT	To assist the Head and Chair in determining the senior leadership and high-level non-teaching structures Monitor and review staffing changes across the CAT	Scrutinises significant staff restructures	Determine staffing requirements within the school and budget, in conjunction with the Chair and the LGB
<b>3. Pay</b>		<b>Pay Committee: sets pay policy and makes decisions on Executive salaries, ranges and PRP</b>	<b>Prepare a pay policy for consideration and adoption</b>	<b>Adopt CAT-wide Pay policy</b>	
4. Terms and conditions of employment		Ensure harmonisation of terms and conditions of employment across the CAT Ensure the adoption of CES employment documents	Review the terms and conditions of employment across the school and advise the Directors where there is a possibility of employment claims	Review the terms and conditions of employment across the school and advise the Executive Team where there is a possibility of employment claims	



<p>5. Performance management</p> <p>6. Suspensions and dismissals</p> <p>7. Documents, policies and procedures</p> <p>8. Miscellaneous</p>		<p><b>Conduct the performance management review of the CEO/CSEL, Company Secretary</b>  <b>With the Executive Team and LGB performance manage Headteachers</b></p> <p>Involvement in the appointment, suspension and dismissal of HT, Deputy HT and Head of RE and all executive team posts  Suspend and dismiss all executive leadership posts, the company secretary and clerk  Notify the Diocese of any suspension or action taken which could result in the dismissal of a staff member, particularly one that may bring the Catholic reputation into dispute</p> <p><b>Put in place an appropriate whistleblowing procedure</b>  <b>Ensure the adoption of CES employment documents in observation of the Bishops memorandum</b></p>	<p><b>CSEL/CEO to conduct the performance management review of other executive leaders</b>  <b>Ensure an external advisor is appointed to assist the LGB panel to conduct the performance management of Headteachers</b></p> <p>Notify the Diocese of any suspension or action taken under a disciplinary policy which could result in dismissal of a staff member  CEO/CSEL to assist the Directors to suspend or dismiss all other executive leadership posts</p> <p><b>Advise the Directors on suitable CAT-wide policies and procedures for HR, in particular the CES model employment documents</b></p> <p>Ensure there is effective communication between all levels of governance in the CAT  Where there is no capital cost, approve applications for non-contentious ill health retirement</p>	<p><b>Support the external advisor to conduct the performance management of Headteacher</b></p> <p>Suspend or dismiss teaching and non-teaching staff in consultation with the Executive Team</p> <p><b>Monitor implementation of key HR policies</b></p> <p>Ensure that there is effective communication between the Headteacher, the Executive Team and pay committee</p>	<p><b>Conduct the performance management and pay progression of staff in the school in line with the school's pay policy and appraisal policy</b></p> <p>Suspend or dismiss teaching and non-teaching staff in consultation with the LGB/Executive Team</p> <p><b>Implement the CAT-wide policies and procedures</b></p> <p>Recommend applications for early retirement, secondment and leave of absence to the Executive Team</p>
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**Useful Resources:**

- The Bishops' Memorandum on Appointment of Teachers in Catholic Schools
- CES model employment documents, including the User Guide
- CES Guidance Note on Recruitment of Staff for Governing Bodies
- CES Guidance and Model Policy on Disqualification under the Childcare Act 2006



L. TECHNOLOGY, INFORMATION AND COMMUNICATION

ACTION	Members	Directors	Executive Team	LGB	Headteacher
1. Compliance		<p>Approves any changes to the overall brand                      Accountable for approval of the Digital IT Strategy ensuring compliance                      Refer any direct communications for the RSCs to the Diocese                      Notify the Diocese of any warning notice or other notice of failing or shortcomings                      Work with the Diocese to respond to any media interest</p>	<p>Develop Comms toolkit and guidance                      Manage crisis comms and reputational risk                      Ensure that registration with the Information Commissioner's Office is up to date                      Maintain and develop the CAT's website                      Prepare and recommend the Digital IT Strategy to Trust Board                      Prepare and recommend budget requests for the IT Digital Strategy, also supporting schools locally                      Provide the opportunity to participate in Development Boards                      Effectively maintain relationships with external partners and suppliers on behalf of schools                      Refer any direct communications from the RSCs to the Directors                      Notify the Directors of any warning notice or other notice received                      Ensure compliance with Data Protection across the schools and CAT                      Support with the effective storage of data at the schools                      Maintain accurate and secure staff records                      Ensure registration with the ICO</p>	<p>Supports family communications and community engagement                      Regularly review the implementation of the Digital IT Strategy                      Effective decision making regarding school budget funding proposals as part of the IT Digital Strategy                      Ensure implementation of the policies and procedures supporting the IT Digital Strategy                      Appoint a Governor with responsibility for the Digital IT Strategy                      Refer any direct communications from the RSCs to the Executive Team                      Notify the Executive Team of any warning notice or other notice of shortcomings                      Forward any media interest to the Executive Team</p>	<p>Delivers the on academy communication strategy                      Refers any reputational risk to the CSEL/CEO                      Leads on LA communication                      Provide information for FOI requests                      Provide information for FOI requests                      Continue to work collaboratively with the Executive Team to deliver the IT Digital Strategy                      Prepare recommendations in collaboration with the Executive team                      Ensure the publication of school information                      Maintain accurate and secure staff information                      Ensure compliance with all data protection legislation                      Liaise with the Executive Team on the accessibility plan for the school</p>
2. Documents, policies and procedures		<p>Adopt data protection policies and procedures                      Ratify school budgets to ensure funding for IT Digital Strategy compliance                      Approve and ratify policies and procedures to support the</p>	<p>Prepare a CAT-wide data protection policy                      Develop policies and procedures to support the Digital IT Strategy and Data Protection</p>		<p>Ensure adherence to all policies and procedures relating to the IT Digital Strategy and Data Protection</p>





		Digital IT Strategy and Data Protection			
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**Useful Resources:**

- CES Guidance Note on the Data Protection Act 2018
- CES Guidance Note on Freedom of Information
- CES Press Release: Writing Best Practice Guide
- CES model Diocesan Communications Protocol

**M. ENVIRONMENT AND ESTATES, INCLUDING HEALTH AND SAFETY**

<b>ACTION</b>	<b>Members</b>	<b>Directors</b>	<b>Executive Team</b>	<b>LGB</b>	<b>Headteacher</b>
<b>1. Health and Safety</b>		<p><b>Adopt a CAT-wide Health and Safety Policy</b>  <b>Accountable for all compliance</b>  <b>Approve all statutory policies</b>  <b>Ratify CAT-wide health and safety policy, capital expenditure policy and SCA funding</b></p>	<p><b>Prepare a CAT-wide Health and Safety Policy</b>  <b>Draft statutory and CAT policies</b>  <b>Ensure and monitor an accessibility plan for each school</b>  <b>Adopt a CAT-wide lettings policy</b></p>	<p>Adopt a Health and Safety Policy (in line with the CAT-wide Policy)            Appoint a local governor responsible for health and safety            Monitor school implementation of statutory compliance</p>	<p><b>Prepare a Health and Safety Policy (in line with the CAT-wide Policy)</b>  <b>Ensure and monitor accidents and incidents and cover these in the Headteacher report to the LGB, along with reporting to any appropriate bodies</b>  <b>Regular monitoring of all school level compliance</b></p>
2. Insurance		<p>Approve insurance arrangements in accordance with the Diocesan/Religious Order Trustees' requirements</p>	<p>Procure buildings and related insurance for the CAT and all schools ensuring compliance with the Diocesan/Religious Order Trustees' requirements</p>	<p>Ensure compliance with all insurance obligations/requirements at the school</p>	<p>Ensure compliance with all insurance obligations/requirements at the school</p>
<b>3. School land and buildings</b>		<p><b>Approve the estates strategy</b>  <b>Establish a Capital Committee to ensure all capital expenditure is in line with the ESFA guidelines and terms and conditions</b></p>	<p><b>Prepare an Environment and Estates strategy</b>  <b>Select, plan and oversee any capital projects and buildings improvements and make recommendations to the Board</b></p>	<p><b>Approve the appointment of a professional partner to support with the proposal of capital expenditure in line with the SCA policy</b>  <b>Adopt a health and safety policy in line with the CAT-wide policy</b></p>	<p><b>Ensure implementation of the accessibility plan, lettings policy, along with all statutory policies</b>  <b>Working with the Executive Team to source a professional partner to work on the School's specific capital expenditure</b>  <b>Ensure that school premises are safe, well maintained and secure in line with statutory compliance</b></p>



## Financial Limits of Authority

### Summary of Financial Authorisation Levels

Delegated Duty	Value	Delegated Authority – Primary School	Delegated Authority – Secondary School (<1000 pupils) and CEN	Delegated Authority – Secondary School (1000+ pupils)
<b>Ordering Goods and Services</b>	Up to £5,000	Headteacher or Deputy Headteacher	Budget Holder	Budget Holder
	£5,001 - £10,000	<b>Further approval from:</b> Primaries Finance Manager	<b>Further approval from:</b> School Business Manager	<b>Further approval from:</b> School Business Manager/FD
	£10,001 - £15,000	CFO		
	£15,001 – £20,000	CFO		
	£20,001 and above	CSEL/CEO & Audit and Finance Committee		
<b>Authority to accept anything other than the lowest quote</b>	Difference: Higher of 10% or £1000	School Headteacher OR School Business Manager		
	Above 10% or £1000 difference	CFO or CSEL/CEO		
<b>Authorisation of Invoices</b>	Any	Delegated Budget Holder OR School Business Manager		
<b>Budget Virements</b>	Up to £20,000	CFO		
	£20,001 - £50,000	CSEL/CEO		
	£50,001 +	Audit and Finance Committee		
<b>Bank Account transfers and Bacs payment authorisation</b>	Any	Two signatories from: <ul style="list-style-type: none"> <li>• CSEL/CEO</li> <li>• Headteacher</li> <li>• Associate/Deputy/Assistant Headteacher</li> <li>• School Business Manager</li> <li>• CFO</li> </ul>		



<b>VAT Returns</b>	Any	Two signatories from: <ul style="list-style-type: none"> <li>• CSEL/CEO</li> <li>• CFO</li> </ul>		
<b>Delegated Duty</b>	Value	Delegated Authority – Primary School	Delegated Authority – Secondary School (<1000 pupils) and CEN	Delegated Authority – Secondary School (1000+ pupils)
<b>Disposal of Assets (net book value)</b>	Up to £1000	School Business Manager OR School Headteacher		
	£1001 and above	Audit and Finance Committee		
<b>Write off bad debts</b>	Up to £100	Headteacher OR School Business Manager		
	£101 +	Audit and Finance Committee		
<b>Signatories for grant claims/DfE returns</b>	Any	Two signatories from: <ul style="list-style-type: none"> <li>• CSEL/CEO</li> <li>• Headteacher</li> <li>• Associate/Deputy/Assistant Headteacher</li> <li>• School Business Manager</li> <li>• CFO</li> <li>• Director of the Trust Board</li> <li>• Director of the Audit and Finance Committee</li> </ul>		
<b>Quotations and Tendering</b>	2 verbal or internet search quotes	Above £1,000 to £2,500		Above £1,000 to £5,000
	3 written quotations	£2,501 and up to £10,000		£5,001 and up to £10,000
	3 written quotations based on a written specification and evaluation criteria	£10,001 to £50,000		£10,001 to £50,000
	Formal tender	➤ £50,000		➤ £50,000

Please note: These limits may be subject to change for individual schools

