



**Mater Ecclesiae**  
Catholic Multi Academy Trust

*'One Family in Christ'*

# SCHEME OF DELEGATION





## Document Control

This document has been approved for operation within:	All Trust Establishments
Approved by:	Full Trust Board of Directors Resolutions approved by Members of the Trust
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## Contents

PART 1: INTRODUCTION AND EXECUTIVE SUMMARY: PURPOSE OF THIS SCHEME OF DELEGATION ...	3
PART 2: GOVERNANCE PRINCIPLES: VISION AND VALUES.....	5
PART 3: GOVERNANCE & MANAGEMENT STRUCTURE: ROLES AND RESPONSIBILITIES .....	7
PART 4: SUPERVISION AND INTERVENTION: ACCOUNTABILITY .....	13
<b>SUMMARY OF DELEGATED GOVERNANCE RESPONSIBILITY.....</b>	<b>19</b>
<b>SUMMARY OF DELEGATED LEADERSHIP RESPONSIBILITY.....</b>	<b>22</b>
LEADERSHIP AND GOVERNANCE DECISION PLANNER.....	24

## PART 1: INTRODUCTION AND EXECUTIVE SUMMARY: PURPOSE OF THIS SCHEME OF DELEGATION

1. Mater Ecclesiae Catholic Multi Academy Trust (referred to herein as the “**Trust**”) is a Catholic Multi-Academy Trust, which has been established by the **Bishop of Lancaster**. It is responsible for the running of a number of Catholic Academies (referred to as the “**Academies**”).
2. The Academies shall at all times remain Catholic Academies, conducted in conformity with any Trust deed governing the use of land used by the Trust and in conformity with Canon Law and with the teachings of the Catholic Church. Both the Trust and the Academies must comply with and observe any advice or directive issued by or on behalf of the Bishop. This includes the Diocesan [Memorandum of Understanding](#).
3. The Trust is a company limited by guarantee (Company Number 13882215) and a charity, whose objects are the advancement of the Catholic religion through the provision of a Catholic education. The Trust is not a registered charity but an “exempt” charity, regulated by the Secretary of State for Education, who acts as the principal regulator.
4. The Trust’s constitution is set out in its **Articles of Association**, which delegate responsibility for the governance and management of the Trust to the **Directors**.
5. The Directors have put in place this **Scheme of Delegation** to provide clarity as to the roles and responsibilities of those involved in the governance of the Academies and how decisions are made.
6. As “One Family in Christ” at Mater Ecclesiae, the purpose of good governance is to:
  - a. uphold the vision and values of the Trust through its decision-making structures
  - b. support leadership in determining and fulfilling the strategic direction of the Trust
  - c. hold leadership to account
  - d. ensure staff well-being; and
  - e. oversee the financial performance of the Trust ensuring there are systems in place to manage risk and ensure value for money.
7. An overview of the governance structure is set out in the structure chart in Figure 1.
8. The **Members** of the Trust oversee the Board of Directors (the “Trust Board”), holding the Directors to account and ensuring that the values and ethos of the Trust are upheld, and the distinctiveness of the Academies is preserved.

9. The Members are:
  - 9.1 the Bishop of Lancaster
  - 9.2 the Episcopal Vicar for Education and Formation
  - 9.3 the Episcopal Vicar for Finance and Property.
  
10. The Trust Board is made up of both **Foundation Directors** appointed by the Bishop (who shall always be in the majority), and **Co-opted** or **Non-Foundation** Directors appointed by the Trust Board itself with the approval of the Diocese. Whilst Foundation Directors are appointed for a term of 4 years, Co-opted Directors are appointed for a 1-year term and are generally appointed for a specific purpose. In exceptional circumstances, the Trust Board may seek the approval of the Diocese to appoint a “Non-Foundation Director”, who must uphold the Catholic mission of the Trust but are not expected to be practising Catholics. Both Co-opted and Non-Foundation Directors can be removed by both the Bishop and the Trust Board.
  
11. The Trust Board is the accountable body within the Trust and is responsible for the good governance of the Trust and its Academies.
  
12. The Trust Board delegates aspects of governance and the day-to-day oversight of Academy leadership to a Local Governing Body (referred to as the “**Local Governing Body**”).
  
13. The **Trust Executive Leadership** Team works collaboratively with Chairs of Governors and Headteachers to ensure effective strategic decision making, collaboration and the dissemination of good practice. This approach will both support and advise the Trust Board and facilitate communication between the Trust Board and the Local Governing Bodies. It also provides the opportunity for the Academies to explore and develop areas of collaboration and shared working.
  
14. This Scheme of Delegation applies to each Mater Ecclesiae Academy and to the Trust itself. The Scheme of Delegation will be reviewed from time to time by the Trust Board with final approval from the Members. Whilst the Scheme cannot take the form of a legally binding contract and is subject to the overriding duty on the Directors to act freely and in the best interest of the Trust, in so far as the Directors are able, they agree to abide by the provisions of it.

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## PART 2: GOVERNANCE PRINCIPLES: VISION AND VALUES

### **1. Mission, Vision and Values**

#### **Our Mission**

We are 'One Family in Christ' delivering the Catholic mission of the Diocese of Lancaster and serving the family of Catholic Academies in the Preston area, under the patronage of Mary the Mother of the Church - Mater Ecclesiae.

#### **Our Vision**

Our vision is to work together to meet the needs of all and strive for excellence. Within our family, members of our community are loved and valued as unique individuals made in the image of God. They are respected and cherished and given every opportunity to grow together.

As 'One Family in Christ' we embrace, celebrate and inspire our diverse communities to achieve their full potential.

#### **Our Values**

Our Values are: Compassion, Confidence and Community.

### **2. Catholic Ecclesiology and Principles for Effective Partnership**

The Trust is part of a family of Catholic Academies that exist to further the Church's saving mission by educating its young people in accordance with the teachings of the One Teacher, Jesus Christ. In carrying out any functions on behalf of the Trust, all Members, Directors and those in any way involved in the business of the Trust and the Academies recognise the Bishop of Lancaster as the Chief Teacher and the focus of unity in the Diocese and will carry out those functions and responsibilities in full communion with him and in accord with the mind of the Catholic Church. Accordingly, the functions of the Trust and the Academies will be conducted in accordance with the following principles and observing the commitments set out in the Diocesan Memorandum of Understanding.

#### **Mutual Respect and Distinctiveness**

The Trust will strive for consensus in decision making, recognising that each Academy has both strengths and challenges. Each Academy is valued equally for its uniqueness and for its service to its local community. The Trust will seek to preserve and protect each Academy's distinctiveness and will be respectful of each Academy's respective ethos and mission. The Academies will work collaboratively with each other and the Trust, sharing resources, knowledge and best practice, to fulfil the Trust's mission, vision and values.

#### **Transparency**

All those involved in the running and oversight of the Trust and the Academies will be open and honest in their dealings with each other, at all times acting in good faith and recognising the value of independence and separation in relation to decision making.

### **Subsidiarity**

Directors recognise that Headteachers and LGBs are best placed to understand and support the needs of their community. Therefore, Directors are committed to decisions being taken at the level nearest to those affected by those decisions in line with the principles of solidarity and support for the common good.

### **Solidarity**

All those with responsibility for the Trust and the Academies share a particular commitment to the mutual support of all Academies for whom the Trust is responsible, especially those that are in need of assistance at any particular time. It is acknowledged that at times, Academies can become vulnerable, putting at risk the continuity of Catholic education. As a consequence, the Trust's resources will be prioritised to protect, support and develop our most vulnerable Academies.

### **The Common Good**

All recognise their responsibility towards the common good, not just of the Academies for whom the Trust is responsible and the wider Diocesan family of Academies, but of all of the families and communities in the areas served by the Trust. The Directors will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way.

## PART 3: GOVERNANCE & MANAGEMENT STRUCTURE: ROLES AND RESPONSIBILITIES

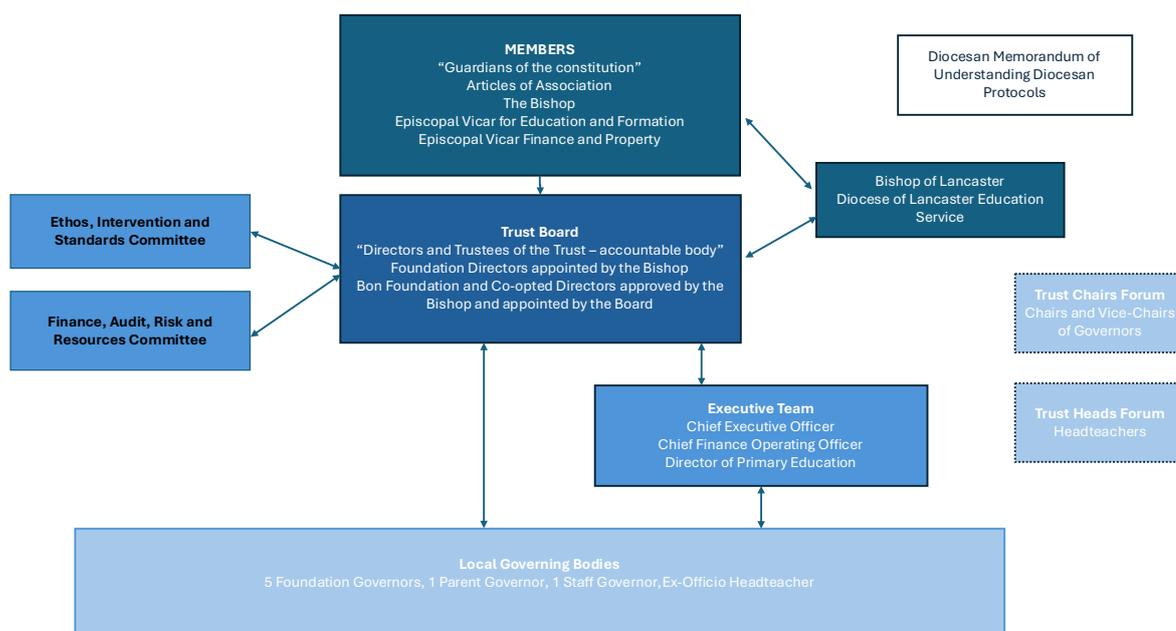
### 1. Overall Structure

- 1.1. The Trust is a company running multiple Academies. This means that there are many legislative, governance and management layers with which the Trust must comply.
- 1.2. The "Members" of the Trust are equivalent to shareholders of a trading company but as the Trust is charitable with no power to distribute profit to shareholders, the Members are best viewed as guardians of the constitution, changing the Articles if necessary and ensuring the charitable object is fulfilled. Each Member's liability is limited to £10.
- 1.3. The Bishop, through the Diocesan Education Service, will also exercise oversight and supervision as diocesan authority and the Diocesan Memorandum of Understanding seeks to articulate this. Each of the Members, Directors and Governors are required to observe any directions issued by the Bishop and to follow any advice and guidance issued by the Diocesan Education Service on behalf of the Bishop.
- 1.4. This Scheme of Delegation is consistent with and incorporates the principles of delegation within a Catholic Multi-Academy Trust as advised by the Catholic Education Service and reflected in the CES model protocols which have been adopted by the Diocese, and which guide the relationship of Catholic Academies with their diocese. It accords with the Memorandum of Understanding put in place between the Secretary of State for Education and the Catholic Church.
- 1.5. Decision making and accountability rests with the "Directors", who are Directors for charity law purposes and company directors registered with Companies House. **The Directors are personally responsible for the actions of the Trust and the Academies and are accountable to the Members, the Secretary of State for Education and the wider community for the quality of education and the expenditure of public money.** The Directors are required to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Directors meet as a Board of Directors (the "Trust Board").
- 1.6. The Directors delegate aspects of governance and the day-to-day oversight of Academy leadership to Local Governing Bodies, which sit at individual Academy level.
- 1.7. Other committees established by the Trust Board may be tasked with fulfilling particular functions or advising the Directors on strategic matters.
- 1.8. To encourage collaboration and develop local leadership capacity, particularly with the view to improving and sustaining standards of teaching and learning and deciding strategic vision, a Headteachers Forum and a Chair of Governors Forum

have been formed. Some decision-making responsibility may be delegated directly to these groups.

1.9. A summary of the key delegated responsibilities is set out in the **Table of Key Delegated Responsibilities**.

Figure 1. (Illustrative view)



## 2. Role of Members

2.1. The Members are the guardians of the constitution, determining the governance structure of the Trust and providing oversight and challenge of the Directors to ensure the charitable object of the Trust is being fulfilled and a Catholic education is provided. In view of the overarching role of the Members, the Bishop of Lancaster will be a Member and will appoint other Members from within the Diocese of Lancaster.

2.2. The Members’ key responsibilities are:

- 2.2.1. to secure Catholic education and ensure the Trust remains true to its vision and values
- 2.2.2. to ensure the charitable objects of the Trust are met
- 2.2.3. to determine the Trust’s constitution i.e. the Articles of Association and approve of the governance structure; and
- 2.2.4. to support the Bishop in appointing and removing Directors.

### 3. Role of Directors

- 3.1. The Directors have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the Academies (which includes taking existing Academies into the Trust and opening new Academies). The Directors have the power to direct change where required.
- 3.2. There are no “terms of reference” for the Trust Board as the detail for the organisation of meetings of the Directors is set out in the Articles of Association. These determine meeting frequency, quorum and the appointment of a Chair and Vice Chair. For ease of reference, the Trust Board is required to meet at least 3 times a year and quorum for any meeting is the greater of 3 and a third of the Directors appointed at any one time.
- 3.3. All Directors must comply with the **Director Code of Conduct** adopted by the Trust.

### 4. Role of Governors

- 4.1. The role of a Governor within the Trust is an important one. In developing a governance structure, the Trust has sought to ensure that as much as possible the responsibility to govern is vested in those closest to the impact of decision making and that such responsibility matches the capacity of those assuming responsibility. The Trust Board has established Local Governing bodies for each of the Academies (or in groups where Academies are working closely together), for the most part made up of individuals drawn from the Academy’s community, both as elected and appointed members.
- 4.2. Those serving on the Local Governing Body are accountable to the Directors and the Bishop and must ensure that at all times they act in good faith and in the best interests of the Academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience.
- 4.3. The Directors will work with the Diocese, having regard to any recommendations by the Diocesan Education Service, in making or facilitating the making of suitable appointments of Governors and where removal is deemed in the best interest of the Trust and the Academy. Elected Governors (Parent and Staff) are approved by the Local Governing Body.
- 4.4. As a matter of general principle, the Local Governing Body will adopt and will comply with all policies issued by the Trust Board and will comply with the Local Governing Body Terms of Reference, any direction issued by the Trust Board, and have regard to any advice given.
- 4.5. For the purposes of contracting with third parties, the Local Governing Body has authority to act to fulfil its responsibilities and make the decisions it is authorised to make as set out in the Leadership and Governance Decision Planner and the Trust’s Financial Regulations Handbook (which will be compliant with the Academy Trust Handbook).
- 4.6. All Governors must comply with the **Governor Code of Conduct** adopted by the Trust.

## 5. Committees and Further Delegation

- 5.1. The Local Governing Body can form working groups to discuss and support specific projects as required.
- 5.2. Those to whom delegated responsibility has been given, as detailed in this Scheme of Delegation, must not act outside of their authority. Any wilful disregard of the matters expressed in this Scheme of Delegation and in particular the relevant Terms of Reference is likely to lead to a removal of a delegated authority.
- 5.3. In the event of any serious disagreement between the Trust Board and a Local Governing Body which cannot be resolved by the Chair of the Local Governing Body discussing the matter with the Chair of the Trust Board, this will be referred to the Diocesan Education Service for guidance.
- 5.4. No alteration of the Articles of Association or change to the Scheme of Delegation or removal of delegated authority shall invalidate any prior act of the Local Governing Body (or other committee) which would have been valid if that alteration or withdrawal had not been made.

## 6. Executive Team

- 6.1. As a non-executive body, the Trust Board must rely on others to fulfil the executive or management functions of the Trust. For the most part, this responsibility will fall on the Headteachers of the Academies, supported by the Academy leadership teams. Certain functions relating to the leadership and management of the Trust itself or which relate to the activities of more than one Academy will be undertaken by an “**Executive Team**”, led by the “**Chief Executive Officer**” (the senior executive leader in the Trust) and supported by “**Chief Finance and Operating Officer**” **Chief Finance & Operations Officer**(a senior officer with overall responsibility for the Trust’s financial systems and procedures and general operational responsibility) and the “**Director for Primary Education**”.
- 6.2. The Chief Executive Officer will be the “**Accounting Officer**” for the Trust, responsible to Parliament and to the funding body’s Accounting Officer for the financial resources under the Trust’s control and to assuring Parliament of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.
- 6.3. The Executive Team will be determined by the Trust Board, in communication with the Headteachers Forum and Chairs of Governors Forum, reflecting the degree of collaboration across the Trust.
- 6.4. The cost of the functions undertaken by the Executive Team or actions at the request of the Trust Board are generally funded by the academies through the contribution of a percentage of the General Annual Grant (GAG).

## **7. Financial Delegation**

- 7.1. The Trust's financial procedures and authorisations are set out in the "**Financial Regulations Handbook**".
- 7.2. No Trust or Academy monies shall be paid into any bank account other than a bank account authorised by the Trust's Chief Finance & Operations Officer.
- 7.3. The Trust is required to have in place systems to identify and manage financial risk. The Local Governing Body is expected to comply with its Term of Reference, any policy or guidance issued by the Trust (and the Secretary of State for Education as Principal Regulator) and to ensure that procedures are put in place for the safeguarding of funds, including any voluntary funds or charitable funds obtained through fundraising activities.
- 7.4. The Local Governing Body is expected to report to the Trust Board on the management of the funds which are its responsibility and will notify the Trust Board (or as directed) as soon as reasonably practicable of the occurrence of any event or happening of any circumstance which might expose the Trust or the Academy to any loss or claim, including but not limited to any event which might be covered by the funding body's **Risk Protection Arrangement** scheme.
- 7.5. The Trust Board will have regard to the interests of all the Academies in deciding and implementing any policy (including any reserves policy) or exercising any authority in respect of any one or all of the Academies for which it is responsible. The Trust Board will put in place measures to ensure that any of the Academies are supported when the need arises and remain financially viable. Where this may have a significant financial impact across the Trust or any academies, the Trust Board will take into account the views of the Headteachers Forum and Chairs of Governors Forum.

## **8. Personnel**

- 8.1. All staff employed in the Central Trust Team or who are in an Academy or Academies are employees of the Trust. This does not include colleagues who are employed by third parties or those who are commissioned through Service Level Agreements.
- 8.2. The Trust is required to adopt and ensure the consistent implementation of a series of HR policies and practices, which are expected to mirror those issued by the Catholic Education Service in all material respects. The responsibility for the appointment and performance management of staff is set out in the relevant Table of Key Delegated Responsibilities and the Leadership and Governance Decision Planner.

### **8.3. Changes to Personnel**

Staff are the Trust's greatest asset and its greatest financial commitment, therefore all recruitment, changes to structure and/or significant changes to responsibilities must be consulted with the Executive Team in line with Trust policies.

Changes to all personnel and responsibilities in key roles must be consulted on with the Executive Team. The following process for changes must be followed:

8.3.1. Senior Leadership restructures or any changes affecting protected posts will require Trust Board approval.

8.3.2. The Trust Board (in conjunction with the Local Governing Bodies) will ensure that the Chief Executive Officer for the MAT, the Headteachers and Deputy Headteachers/Senior Assistant Headteacher for all Academies, as well as any key teaching staff responsible for co-ordinating religious education and any chaplaincy co-ordinator or protected post, shall be practising Catholics.<sup>1</sup> The Diocesan Education Service must be consulted on any appointment.

#### 8.4. Grievance and Disciplinary

All procedures for grievance and disciplinary will be set out in the relevant Trust Policies.

### 9. Premises

9.1. The day-to-day maintenance and care of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Body. Day to day management is delegated to the Headteacher who remains responsible for the health and safety of the users of the buildings and the facilities and must comply with the relevant policies.

9.2. As custodians of the buildings and facilities, the Trust is required to have, and to keep under review a long-term estate management strategy. This will identify the suitability of buildings and facilities in light of anticipated curriculum needs and projected pupil numbers. Trust Board decisions on any school level capital investment will be informed by the work of the Local Governing Body. They will engage with the with the Trust Board to help the Trust Board to determine any capital priorities and the delivery of any significant capital project.

9.3. No disposal or acquisition of land will be undertaken without the consent of the Members. Any such disposal must be compliant with DfE requirements and Charity Law,

9.4. Temporary use and short-term lettings will be managed by the Local Governing Body, subject to any lettings policy issued by the Trust and observing any regulations issued by the Diocese.

9.5. No long-term leases affecting the land and buildings of academies, including part thereof, will be entered into without the agreement of the Full Trust Board. Where such leases are contemplated, this must be brought to the attention of the Chief Executive Officer or Chief Finance and Operations Officer without delay and before further meetings with third party organisations.

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<sup>1</sup> Bishops' memorandum on the appointment of staff in catholic schools

## **10. Regulatory Matters**

The responsibility to ensure that the Academy complies with all legal obligations and operates in accordance with any statutory guidance and any guidance issued by the Diocese or regulatory body is the responsibility of the Directors.

### **PART 4: SUPERVISION AND INTERVENTION: ACCOUNTABILITY**

1. The Directors remain legally responsible and accountable for all matters in connection with the Academies and they are required to have systems in place through which they can assure themselves of quality, safety and good practice in the Academies.
2. Underpinning this accountability is a requirement for transparency and openness both in terms of the communication of expectations and the reporting of activities and outcomes.
3. As the day-to-day responsibility for the running of the Academy is delegated to the Local Governing Body (such responsibility being managed in practice by the Headteacher), the Directors are removed from the daily operations. The academies, via the Chair of the LGB or the Headteacher, are required to notify the Trust (the CEO), without delay, in the event of the of the following events:
  - 3.1 any event leading to loss of life or critical injury on the premises of the Academy or during an event off the premises organised or supervised by Academy staff
  - 3.2 any sexual or violent or illegal act against a child committed by any person while on the Academy premises under any circumstances
  - 3.3 the proposed suspension or summary dismissal of any member of staff, with approval of the CEO required before any such suspension or summary dismissal is formally enacted
  - 3.4 the proposed termination of contract of any new member of staff whilst on probation
  - 3.5 any event that requires a report to the Health and Safety Executive or that results in the service of a legal notice on the Academy alleging a breach of fire or health and safety law or regulations
  - 3.6 any event that requires a formal hearing by a panel of representatives of the Academy or that results in the service of a legal notice on the Academy alleging a breach of employment law or regulations
  - 3.7 notification by a third party of (intent to enter in) legal proceedings against the Academy, a member of staff or the Trust
  - 3.8 notification of an Ofsted, Section 48 or other regulatory inspection

- 3.9 the intention to volunteer for an Ofsted, Section 48 or any other regulatory inspection
- 3.10 any suspected breach of the Academy Trust Handbook or communication received from the Funding Body, or any other regulator, seeking to investigate any complaint made in relation to the Academy.

This list is not exhaustive and further reference to Trust and Academy Policies should be sought. Appropriate steps will then be taken in conjunction with the Trust Chief Executive Officer to manage any situation, communicating as appropriate in the circumstances (having regard to the fundamental principle of transparency and openness).

- 4. The Local Governing Body acknowledges the need for, and submits to, any review or audit by the Directors, the Executive Team and the Diocesan Education Service or their representatives.
- 5. Where there are any unmitigated risks or weaknesses identified, as a consequence of a fall in standards, a failure of governance and/or leadership or where there is any financial wrongdoing, the Trust Board expressly reserves the unfettered right to review or remove any or all power or responsibility conferred on the Local Governing Body under this Scheme of Delegation.
- 6. The Trust's Leadership and Governance Decision Planner indicates relevant decision-making authority which may be removed from an Academy which is being formally supported by the Trust. Decisions as to whether an Academy is "effective" or to be formally "supported" (beyond the support which the Trust would normally provide or secure for its Academies) will be made by the Trust Board, who will have regard to any advice issued by the Executive Team, the Diocesan Education Service and any external regulatory body
- 7. If the Directors, in consultation with the Diocese, resolve to suspend all delegated authority to a Local Governing Body, an executive or management board will be established to undertake the responsibilities of the Local Governing Body until such time as delegated authority can be restored.
- 8. The Trust Board and the Local Governing Body acknowledge the value of maintaining a good working relationship with each other. Particularly when standards are falling and/or there is evidence of financial imprudence exposing the Academy or the Trust to a threat of intervention, the Trust Board and the Local Governing Body will make the following commitments to each other:
  - 8.1 to discuss openly any weaknesses or any situation which may in the opinion of either potentially lead to a threat of intervention by the Secretary of State for Education as the Principal Regulator
  - 8.2 to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the Academy and to support each other in the implementation of those measures, including involving the Diocesan Education Service who will support and advise on steps to be taken and facilitate additional support, if needed



- 8.3 to allow each other the opportunity to effect improvements at the Academy provided such steps do not seek to undermine the collaborative and respectful approach being adopted
  - 8.4 to be open to sharing information and receiving support from other academies within the Trust.
9. Where the approach outlined above is not effective in improving outcomes, the Trust Board will consider whether identifying the Academy as a formally “supported” status, will improve outcomes.
10. The Trust Board shall not exercise any power to suspend or remove the Headteacher without first discussing with the Chair of the Local Governing Body to ensure that such power is being exercised appropriately, proportionately and in the best interest of the Academy.

## SUMMARY OF DELEGATED GOVERNANCE RESPONSIBILITY

### **Members**

- Determine constitution and religious character
- Oversee the Directors
- Recognise any strategic partnerships
- Delegate governance and management responsibility to the Directors (formally appointing and removing the Directors where necessary)

### **Trust Board (Directors)**

- Hold governance accountability
- Determine the strategic vision and the overarching strategic plan
- Provide strategic leadership and governance
- Provide challenge and support to the Executive Team
- Undertake the recruitment and performance of any Chief Executive Officer
- Develop and decide strategic and operational policies
- Develop and oversee the implementation of Trust Development Plan
- Approve performance benchmarks
- Approve overall Trust budget and approve Academy budget parameters
- Oversee financial governance and risk management
- Determine the Trust's reserves/contingency policy
- Ensure appropriate insurance or risk cover is put in place
- Approve the recruitment of Headteachers and monitor protected post appointments
- Monitor Headteacher performance management
- Responsible for staff welfare and wellbeing
- Support the development and building of leadership and governance capacity at Academy level
- Approve asset management strategy



- Oversee any significant capital expenditure and building projects ensuring compliance with Trust Financial Handbook

### **Local Governing Body**

- Decide the Academy's strategic vision and upholds the Academy's distinctiveness and unique character, in harmony with the Trust's strategic vision, ethos and Trust Development Plans
- Supports Academy's senior leadership team on target setting, pupil monitoring and analysing progress data to inform curriculum and budgeting priorities
- Agrees Academy development/action plan in line with the Decision Planner in this Scheme of Delegation and with the overall Trust Development Plans
- Receives and reviews with the Headteacher the annual budget prior to formal approval at the Trust Board
- Monitors financial performance and ensures the Academy remains in line with its approved budget and informs the Executive Team of any significant deviations or risk of deviation
- Leads the recruitment of Headteachers
- Participates in the performance management of Headteacher in line with the Decision Planner in this Scheme of Delegation
- Supports the Academy's senior leadership team in the development and review of an appropriate staffing structure in line with the Decision Planner in this Scheme of Delegation
- Supports the Headteacher in the recruitment, performance management, discipline and up to dismissal of staff in line with the Decision Planner in this Scheme of Delegation
- Promotes staff welfare and wellbeing, supporting the Academy's senior leadership team in monitoring staff voice, absence and sickness and identify any trends or concerns to the Trust Board via the Executive Team
- Promotes collaboration with other Academies in the Trust with the focus on Catholic Social Teachings in raising outcomes for all children across the Trust
- Ensures the school meets the needs of its community working in partnership with the Trust Board, escalating risks and concerns to the Trust Board via the Executive Team
- Develops and reviews delegated Academy policies (e.g. admissions, pupil behaviour, safeguarding)
- Adopts Trust policies where these have been issued
- Undertakes all and any appropriate community consultation
- Provides a point of contact for parents, carers and other members of the local community



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- Maintains an effective link to the wider community
- Evaluates its performance ensuring appropriate training and development so that knowledge, skills and behaviour are appropriate for a dynamic education environment
- Ensures all compliance needs are met for example mandatory governor training, declaration of interests, declaration of KCSIE, DBS clearances etc.



## SUMMARY OF DELEGATED LEADERSHIP RESPONSIBILITY

### **Chief Executive Officer/Accounting Officer**

- Trust Accounting Officer provides leadership and vision to the Trust
- Chairs, and takes into account the feedback from, the Headteachers Forum and the Chairs of Governors Forum
- Implements strategic decisions made by the Trust Board
- Advises on operational priorities and leads on development of Trust Strategy, Trust Development Plan and Trust policies, which remain the responsibility of the Trust Board
- Responsible for the performance management of headteachers and supporting their professional development on behalf of the Trust Board
- Manages the Trust Executive Team, ensuring high quality effective support is provided to Trust Academies
- Recommends to the Trust Board the appointment of Headteachers and approves other protected post appointments Responsible for ensuring that the Trust keeps appropriate financial records, has appropriate financial systems in place and manages opportunities and risk
- Submits annual "statement on regularity, propriety and compliance" to the Funding Body
- Manages the Trust's external relations
- Builds effective partnerships with external agencies including the Regional Director and the Funding Body
- Leads and manages any process for the expansion of the Trust and its Academies

### **Chief Finance and Operations Officer**

- Responsible for all statutory compliance across all operational areas
- Fulfills responsibilities of "Chief Financial Officer" under the Academy Trust Handbook
- Supports the Trust CEO in managing operations and is responsible for the delivery of the Trust's financial and accounting processes
- Ensures there is sound and appropriate financial governance and that risk management arrangements are in place
- Develops and ensures the implementation of the Trust's financial management regulations and/or finance policy
- Approves Trust and Academy expenditure in line with the Financial Regulations Handbook and this Scheme of Delegation
- Ensures compliance with the Financial Regulations Handbook and Trust Policies
- Prepares, monitors and oversees Trust and Academy budgets
- Ensures delivery of annual accounts



- Ensures appropriate policies are in place as required by the Funding Body
- Advises the Trust Board and Executive Team on financial policies
- Leads on any significant procurement and advises on and monitors less significant procurements in line with the Trust procurement policy
- Undertakes contract management of any Trust wide contract and supports Academy-based teams to manage Academy contracts
- Develops and advises on operational support for the headteachers
- Ensures there are risk protection arrangements in place
- Leads on any significant capital project including managing any application for capital funding and/or distribution of any capital grant

### **Headteacher**

- Undertakes statutory responsibilities as headteacher.
- Provides leadership and vision to the Academy
- Responsible for standards and pupil outcomes
- Determines the curriculum priorities and takes responsibility for all teaching and learning
- Ensures the schools RE curriculum meets the national directory of religious education
- Ensures the school's curriculum meets the breadth and ambition of the National Curriculum
- Implements Trust Board decisions and policies affecting the Academy
- Advises on and implements Academy's development/action plan and agreed strategic priorities
- Advises on and implements the staffing structure in line with this Scheme of Delegation
- Is responsible for recruitment of Academy staff and their professional development in line with this Scheme of Delegation
- Undertakes performance management of Academy staff and deals with any grievances, disciplinary and up to dismissal in line with this Scheme of Delegation
- Working with the CFOO, advises on the Academy budget making recommendations to the Local Governing Body and ensuring the Academy manages within its approved budget
- Advises on Academy policies, which are delegated to the Local Governing Body for determination
- Responsible for safeguarding and wellbeing of pupils and staff
- Responsible for escalating areas of risk and concern to the Trust Executive Team
- Decides any pupil suspensions and permanent exclusions, notifying the Trust CEO without delay, and in advance wherever possible of any permanent exclusion.
- To provide reliable, accurate and complete information to the Trust Executive Team when required
- Manages Academy's relationship with its community
- Works in partnership with the Trust representative for education



## LEADERSHIP AND GOVERNANCE DECISION PLANNER

This decision planner illustrates the responsibilities set out in this Scheme of Delegation Trust. It provides a quick reference guide to how some of the important decisions within the Trust are to be made. Further detail of the involvement of the Bishop, the Diocese of Lancaster and the Diocesan Education Service is contained in the **Diocesan Memorandum of Understanding**.

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

- Approve (App)
- Propose (Pro)
- Monitor (Mon)
- Consulted (Con)

The governance and management layers within the Trust are identified as follows:

1. Trust Members (the "**Members**")
2. Trust Board of Directors (the "**Board**")
3. Local Governing Body (the "**LGB**")
4. Trust Chief Executive Officer (or assigned member of the Executive Team) ("**CEO**")
5. Headteacher/Head of Academy ("**HT**").

	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>1.</b>	<b>Governance and Vision</b>						
1.1.	Approve any changes to Trust Articles of Association	App	Pro to Members			Pro to Board	
1.2.	Approve any changes to Trust Scheme of Delegation	App	Pro to Members			Pro to Board	
1.3.	Establish, restructure or merge Local governing bodies	Con	App	Con		Pro to Board	
1.4.	Establish Trust Committees and determine terms of reference		App			Pro to Board	
1.5.	Establish LGB structure		App	Con		Pro to Board	
1.6.	Establish LGB agendas		Con	Con		App	
1.7.	Appoint (and remove) Chair of Trust Board	App	Pro to Members				
1.8.	Appoint Foundation Directors	App	Pro to Members				



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
1.9.	Remove Foundation Directors	App	Pro to Members				
1.10.	Appoint Co-opted and Non-Foundation Directors	App	Pro to Members				
1.11.	Remove Co-opted and Non-Foundation Directors	App	Pro to Members				
1.12.	Appoint new Chair or Vice-Chair of LGB	Mon	Mon	Pro to CEO	Pro to CEO	App	
1.13.	Remove Chair of LGB	App	Pro to Members	Con		Pro to Board	
1.14.	Appoint Foundation Governors	App	Mon	Pro to CEO	Pro to CEO	Pro to Members	Con
1.15.	Appoint Non-Foundation Governors (other than elected Governors)	Mon	App	Pro to CEO	Pro to CEO	Pro to Board	Con
1.16.	Remove Foundation Governors	App	Mon	Pro to CEO	Pro to CEO	Propose to Members	Con
1.17.	Remove Non-Foundation Governors and Elected Governors	Mon	App	Pro to CEO	Pro to CEO	Propose to Board	Con
1.18.	Appoint (and remove) Clerk to Trust Board		App			Propose to Board	



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
1.18.	Appoint (and remove) Clerking Services to LGB		Mon			App	
1.19.	Director skills audit and governance reviews	Mon	App			Propose to Board	
1.20.	Local Governor skills audit		Mon			Mon	
1.21.	Approve Directors/Governor Expenses Policy		App			Propose to Board	



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>2.</b>	<b>Finance</b>						
2.1.	Trust Financial Regulations and Procedures		App			Propose to Board	
2.2.	Appoint Trust (external) auditors	App	Propose to Members			Propose to Board	
2.3.	Appoint Trust (internal) auditors		App			Propose to Board	
2.4.	Approve Academy Budget Parameters		App	Con	Con	Propose to Board	Con
2.5.	Challenge in-year financial performance and decisions to ensure in line with approved budget, requesting mitigations where appropriate		Mon	App	Con	Mon (effective) App (Supported)	
2.6.	Approve Consolidated Trust Budget		App			Propose to Board	
2.7.	Trust Financial Statements	Mon	App			Propose to Board	
2.8.	Undertake financial efficiency review (across the Trust)		App			Propose to Board	
2.9.	Compile and review Trust Risk Register		App			Propose to Board	





	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>3.</b>	<b>Strategy, Performance and Expansion</b>						
3.1.	Trust Strategic Plan	Mon	App			Propose to Board	
3.2.	Trust Development Plan	Mon	App			Propose to Board	
3.3.	Trust growth strategy and timeline	App	Propose to Members			Propose to Board	
3.4.	Academy change in age/Pupil Admission Numbers	App	Propose to Members	Con	Con	Propose to Board	Con
3.5.	Academy times, terms and holidays		Mon	Con	Con	App	Propose to CEO
3.6.	Trust Inset Dates (Directed Trust Days)		App	Con	Con	Propose to Board	Con
3.7.	Determine effectiveness of Academy ('supported' or 'effective')		App	Con	Con	Propose to Board	Con
3.8.	Determine effectiveness of Academy ('priority')		Mon	Con	N/A	App	Con
3.9.	Academy Performance Targets- Key Performance Indicators (KPI's)		App	Con	Con	Propose to Board	Propose to CEO



3.10.	Agree Academy Improvement Plan (Effective and Priority)		Mon	App	N/A	Mon	Propose to LGB
3.11.	Agree Academy Improvement Plan (supported)		Mon	N/A	Mon	App	Con
3.12.	Priority Academy Action Plan		Mon	Con	N/A	App	Con
3.13.	Intervention/Establish Executive/Management Board	Mon	App	Con	Con	Propose to Board	Con
3.14.	Pupil Suspensions		Mon	Mon	Mon	Mon	App
3.15.	Pupil Permanent Exclusions		Mon	Con (uphold/reinstate)	Con (uphold/reinstate)	Mon	App
3.16.	Appeals against suspensions		Mon	App	App	Mon	Con
3.17.	Appeals against Permanent Exclusion		App (IRP)			Mon	



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>4.</b>	<b>Policy Approval</b>						
4.1	ALL Trust Wide Policies		App			Proposed to Board	
4.2	School Specific Policies		Mon	App	Con	Mon (effective) App (Supported)	Propose to LGB
4.3	Diocesan Policies	App	Mon			Mon	



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>5.</b>	<b>Staffing</b>						
5.1	Determine Trust Executive staff structure and grades		App			Propose to Board	
5.2	Determine Academy staff restructure		Mon	Con	Con	App	Propose to CEO
5.3	Determine Academy staff redundancies	Mon	App	Con	Con	Propose to Board	Propose to CEO
5.4	CEO appointment	Con	App				
5.5	Executive Team appointments	Mon	App			Propose to Board	
5.6	Central Team appointments		Mon			App	
5.7	Academy Protected Post Appointments	Con	Mon	Con	Con	App	Propose to CEO
5.8	Academy Headteacher appointments	Con	App	Propose to CEO	Con	Propose to Board	
5.9	Academy teaching and support staff vacancy approval and recruitment			Con	Con	App	Propose to CEO



5.1	Academy teaching and support staff appointments		Mon	Con	Con	Mon (effective) App (supported)	App (effective) Con (supported)
5.1	Appraisal of CEO	Mon	App				
5.1	Appraisal of Executive Headteacher/Headteacher/Head of School		Mon	Propose to CEO	Con	App	
5.1	Determination of pay and remuneration of CEO	Mon	App				
5.1	Determination of pay and remuneration of Executive Team		App			Propose to Board	
5.1	Determination of pay and remuneration of Executive Headteacher/Headteacher/Head of School		App	Propose to CEO	Con	Propose to Board	
5.1	Determination of pay and remuneration of Central Team		Mon			App	
5.1	Academy employee appraisal		Mon	Con	Con	Mon (Effective) App (Supported)	App (effective) Propose to CEO (Supported)
5.1	Suspension or Dismissal of CEO	Con	App				
5.1	Appeal of suspension or dismissal of CEO	App					



5.2	Suspension or Dismissal of Executive Headteacher/ Headteacher/Head of School	Con	App (Panel)	Con	Con	Proposed to Board	
5.2	Appeal of suspension of Headteacher	Mon	App				
5.2	Suspension or Dismissal of Executive Team		App (Panel)			Proposed to Board	
5.2	Suspension or Dismissal of Central Team		Mon			App	
5.2	Suspension or dismissal of all other Academy employees		Mon	Con	Con	Con (Effective) App (Supported)	App (Effective) Propose to CEO (Supported Academy)
5.2	Appeal suspension or dismissal of all other Academy employees		Con/App			App	
5.2	Appeal suspension or dismissal of all other Central Team roles including Executive Team		App				



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>6.</b>	<b>Land and Contracts</b>						
6.1.	Asset Management Strategy		App			Propose to Board	
6.2.	Insurance		App			Propose to Board	
6.3.	Capital Development (self-funded)	Mon <i>(*where applicable App)</i>	App	Con	Con	Propose to Board	Propose to CEO
6.4.	Capital Development - Grant funding	Mon	App	Con	Con	Propose to Board	Propose to CEO
6.5.	Entering Land Leases/	App	Propose to Members	Con	Con	Propose to Board	Propose to CEO
6.6.	Building Leases	Mon <i>(*where applicable App)</i>	App	Con	Con	Propose to Board	Propose to CEO
6.7.	Lettings and shared use	Mon	Mon	Con	Con	Mon	App



	Task	Members	Board	LGB		CEO	HT
				Effective Academy	Supported Academy		
<b>7.</b>	<b>HR and Policies</b>						
7.1.	Executive Remuneration Policy	Mon	App				
7.2.	Remuneration Policy	Mon	App			Propose to Board	
7.3.	Changes to Employee Terms & Conditions or Collective Agreements	Mon	App			Propose to Board	
7.4.	Exec Appraisal Review Policy	Mon	App			Propose to Board	
7.5.	Disciplinary Policies	Mon	App			Propose to Board	
7.6.	Grievance Policies	Mon	App			Propose to Board	
7.7.	Capability Policies	Mon	App			Propose to Board	

