DIOCESE OF NOTTINGHAM

St Thomas Aquinas Catholic Multi-Academy Trust

Scheme of Delegation

SEPTEMBER 2026

Introduction

This *Scheme of Delegation* sets out delegations for tasks according to the RACI framework; where R represents the person/team who performs the task; A the individual who is ultimately responsible for the task's completion; C those whose opinions are sought (ideally including subject matter experts) and I individuals who need to be kept updated on progress or decisions. As a CMAT, our governance and compliance arrangements are framed within our Catholic values and are in accordance with the Bishop of Nottingham's vision for education.

The *Scheme of Delegation* aligns with our *Articles of Association*, the *Master Funding Agreement*, our charitable purpose, the *Academy Trust Handbook* and other national legislation, guidance and best practice.

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

The CMAT, as defined under the Academies Act 2010, is an exempt charity; academies and Academy Trusts are not registered or directly regulated by the Charity Commission but rather the Secretary of State for Education as Principal Regulator. As an exempt charity St Thomas Aquinas Catholic Multi Academy Trust must have charitable purposes and apply them for public benefit. St Thomas Aquinas Catholic Multi Academy Trust is also a registered company in England and Wales (registration number 08090890. The Master Funding agreement between St Thomas Aquinas Catholic Multi Academy Trust and the Secretary of State for Education sets out the terms and conditions to which grant funding is made.

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

Responsibilities of the Bishop and the Diocesan Education Service

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

(a) It is controlled[1] by a diocese or religious order; or
(b) It is acknowledged in a written document as Catholic by the diocesan bishop.

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

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

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

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

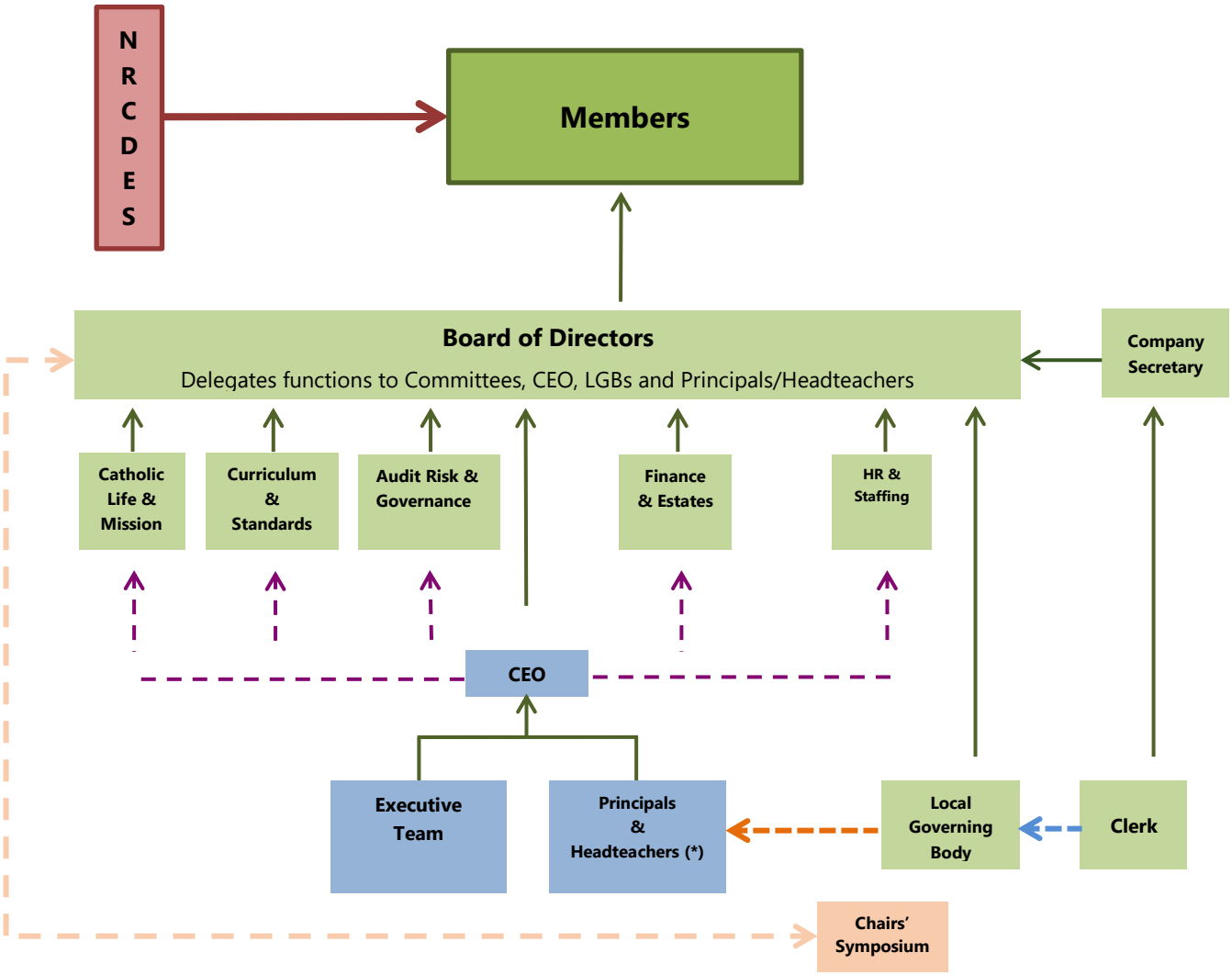
The diocesan bishop, acting through his Director of Education, is responsible for:

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

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

[2] The 'Local Ordinary' is the diocesan bishop and those, such as Vicars General and Episcopal Vicars for Education, exercising Ordinary jurisdiction on his behalf as well as to describe the relevant Major Religious Superior in respect of religious order schools: the exercise of this jurisdiction might also be undertaken by appointed officers acting on behalf of any of the office-holders named.

Governance Structure and Lines of Accountability



Notes:

*Line management of Principals and Headteachers may be undertaken by other Executive Team Members such as a member of the Catholic Multi-Academy Trust School Improvement Team. The line management arrangements will be determined by the Catholic Multi-Academy Trust Board.

KEY

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

- The Bishop of Nottingham appoints and removes the Directors.
- The Catholic Multi-Academy Trust Board of Directors (The Board) is responsible for the following core functions:
  - ensuring clarity of vision, Catholic ethos and strategic direction;
  - holding the Chief Executive Officer to account for the educational performance of the Catholic Multi-Academy Trust's schools and their pupils, and the performance management of staff;
  - overseeing the financial performance of the Catholic Multi-Academy Trust and making sure its money is well spent.
- The Board appoints the CEO, to whom it delegates responsibility for delivery of the vision and strategy and will hold the CEO to account for the conduct and performance of the Catholic Multi-Academy Trust, including the performance of the academies within the CMAT, and for its financial management.
- In turn, the CEO line manages other senior executives.
- Arrangements for the Line and Performance Management of the principals/headteachers will be determined by the Catholic Multi-Academy Trust Board
- The Board constitutes committees for:
  - Catholic Life & Mission
  - Curriculum & Standards
  - Audit Risk & Governance
  - Finance & Estates
  - HR & Staffing

The responsibility for all aspects of the work of these committees is retained at board level. At least three Directors must sit on each of the above committees.

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

Directors can attend LGB meetings and will have voting rights. The LGB will report regularly to The Board on the performance of the school and progress against the school development plan and the other core objectives for the LGB. The CMAT will seek input from the Chair of the LGB when undertaking the principal/headteacher/executive headteacher's growth and development conversation.

- The LGB will support the CMAT to hold the principal/headteacher to account on the Catholic Life and Mission of the school, standards and the delivery of the school development plan. Should the LGB have concerns about the performance of the principal/headteacher then these concerns will be reported to the CEO initially, who will implement the relevant sections of the *Employee Growth and Development Policy* and the *Performance and Capability Policy*. The CEO will update The Board and the Director of Education where there are performance concerns of any headteacher/principal.

- Should LGBs have any concerns over any CMAT central functions they will raise these with The Board.

Roles and Responsibilities

The role of the Members

The Members of the Catholic Multi-Academy Trust are guardians of the governance of the CMAT, they safeguard the Bishop's interests and as such have a different status to Directors. They are the signatories to the *Memorandum of Association* and agree the Catholic Multi-Academy Trust's *Articles of Association*. Members are also responsible for approving any amendments made to the *Articles of Association*. The *Articles of Association* describe how the Catholic Multi-Academy Trust will be constituted. The Members ensure that the Directors carry out the Catholic Multi-Academy Trust's charitable objects and will recommend removal of Directors to the Bishop if they fail to fulfil their responsibilities. The Board will be invited to attend an annual meeting with the Members.

There are currently four Members, one of whom will be the Bishop of Nottingham. Members are not permitted to be employees of the Catholic Multi-Academy Trust Company.

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

The Members of the CMATs in the Diocese of Nottingham as of 1 September 2026 are:

- Rt Rev Patrick McKinney (Bishop of Nottingham)
- Canon Paul Chipchase (Episcopal Vicar for Finance and Administration)
- Rev Simon Gillespie (Episcopal Vicar for Catholic Education)
- Mrs Laura O'Brien

The role of Directors

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

The Directors are responsible for the general control and management of the administration of the Catholic Multi-Academy Trust, and in accordance with the provisions set out in the *Memorandum of Association*, *Articles of Association* and its funding agreement, the Directors are legally responsible and accountable for all statutory functions, for the performance of all academies within the Catholic Multi-Academy Trust and must approve a

written *Scheme of Delegation* of financial and other powers that maintain robust internal control arrangements.

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

The Directors must comply with:

- Any guidance issued by the Diocese under Canon Law
- The general law of charity
- Company law
- Tax law
- The Department for Education's current *Academy Trust Handbook*
- The terms of the Master and Supplemental Funding Agreements
- The terms set out in any additional grant funding

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

The role of Academy Trust Committees

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

The role of Local Governing Bodies (LGBs)

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

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

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

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

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

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

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

The CMAT Board may determine to establish an Interim Executive Committee (IEC) at a school if there are concerns over standards, leadership or governance. At the time of establishing the IEC, The Board will explain the reasons for the IEC, and the criteria for it to be removed. The remit and Membership of an IEC and the role of the LGB and how the IEC and LGB communicate with each other may vary according to the specific circumstances and challenges facing the school. The Board will confirm the remit, membership and the role of the LGB in the IEC terms of reference which will be given to the LGB at the point the IEC is established. This information will also be communicated to the NRCDES.

The role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the day to day operation of the Catholic Multi-Academy Trust Company including the performance of the Academy Trust's schools.

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

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

The role of the Principal/Headteacher

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

Additional Information

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

Employees

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

Finances

CMATs in the Diocese of Nottingham have now received approval from the Members to 'pool' GAG. The *Academy Trust Handbook* makes clear that CMATs **must** consider the funding needs and allocations of each constituent school and that an appeals mechanism **must** be in place. Appeals may be escalated to the Department for Education if not resolved. The Department for Education's decision will be final and can result in the pooling provisions being dis-applied.

Each CMAT will also make a contribution, agreed from time to time, to the Nottingham Roman Catholic Diocesan Education Service in order to assist the NRCDES to carry out its work.

Complaints Procedure

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

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

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

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

KEY TO SCHEME OF DELEGATION

R	Responsible	The person/team who performs the task
A	Accountable	The individual who is ultimately answerable for the task's completion
C	Consulted	Those whose opinions are sought; ideally including subject matter experts
I	Informed	Individuals who need to be kept updated on progress or decisions

GOVERNANCE					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
1. CMAT directors and foundation governors: Appoint/Remove	A (The Bishop R)				
2. Parent governors: Appoint/Remove		R/A			
3. Directors: Role Description/Code of Conduct	R (The Bishop A)	C	I	I	I
4. Governors: Role Description/Code of Conduct	R	A	I	C	I
5. Approve the change of name of the CMAT and/or the academies within it	R/A	C	I	I/C	I
6. Receive an annual report from The Board/CEO on each CMAT's performance	I	A	R	C	C
7. Board committee chairs: Appoint/Remove	C	R/A	I	I	I
8. Company secretary: Appoint/Remove	C	R/A	I	I	I
9. Governance Professional: Appoint/Remove	C	R/A	I	I	I
10. Clerk to The Board: Appoint/Remove	C	R/A	I	I	I
11. Clerk to LGB: Appoint/Remove	C	R/A	I	C	I
12. Articles of Association: Review and recommend to Members	C	R/A	I	I	I
13. Articles of Association: Adopt (sign off and implement)	A	R	I	I	I
14. Governance structure (committees): establish and review annually strategic oversight of governance including structures	C	R/A	I	I	I
15. Terms of reference for all Board committees including LGBs and Scheme of Delegation: agree annually	C	R/A	C	I	I

GOVERNANCE					
	Members	The Board	CEO & Exec	LGB	Headteacher
16. Annual cycle of business and meetings for The Board, committees and LGB	I	A R - Clerk	C/I	I	I/C
17. Appoint an Audit, Risk and Governance Committee	C	R/A	I	I	I
18. Appoint a Finance Committee	C	R/A	I	I	I
19. Carry out annual evaluation of the Chair of The Board and directors to assess contributions made by the directors/committee members and take action as appropriate	R/A				
20. Prepare a CMAT Board succession plan	A	R			
21. Approve appointment of LGB chair and vice chair		R/A			
22. Appoint local governors with specific responsibilities for SEND and safeguarding		A	I	R	C
23. Ensure that all Members, directors, governors and senior employees complete the register of interests and that these are published as required	I	A R – C Sec			
24. In conjunction with the NRCDES, ensure effective continuous professional development for directors, local governors and senior employees to ensure they are aware of their statutory responsibilities and comply with the Seven Principles of Public Life	I	A R – C Sec	C	C	C
25. With the headteacher, establish and develop pupil, parent and staff voice and monitor the same, reporting any issues or other matters through the LGB, to the CEO and directors as appropriate		I	C	A	R
26. Establish and maintain relationships with the parish priest, the diocese, local and parish community to work with them as they contribute to the Catholic formation of the pupils at the school		I	I	A	R

GOVERNANCE					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
27. Establish and maintain relationships with parents of pupils attending the school to support them in their role as primary educators		I	I	A	R
28. Establish and maintain a relationship with members of the wider local community, including assisting the headteacher to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils		I	I	A	R
29. Carry out self-evaluation of the LGB chair and the process of LGB self-evaluation/skills audit on an alternating annual basis with the support of the Governance Professional		A	R	C	I
30. Develop and review LGB succession plan with the support of the Governance Professional	I	A	C	R	C
31. Develop a succession plan for CMAT senior leaders	I	A	R		C

REPORTING AND COMPLIANCE					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
32. Ensure that statutory information on CMAT and academy websites is published, including an annual governance statement (incorporated into the annual accounts)		A	R		
33. Directors' Report and Accounts: submit to Members, publish and lodge with Companies House, including a statement on how the CMAT secures value for money	I	A	R	I	I
34. Provide an Annual Report to Members on the overall performance of the CMAT, including reporting on the maintenance, compliance and development of the school estate	I	A	R		
35. Report regularly to the Board on performance of the school and progress against the school development plan		I	R	A	R
36. Annual report on work of LGB: submit to The Board for approval	I	A	R	R	
37. Adopt NRCDES complaints policy for all schools (roles and responsibilities are set out in the policy)		A	R	C	I
38. Review the level of complaints, data breaches and freedom of information requests across the CMAT and report to directors outlining the changes initiated as necessary to address any issues		A	R	I	I
39. Agree adequate insurance arrangements for the CMAT and individual schools	I	A	R	I	I
40. Review pupil attendance and staff absence and report to executive team/directors/LGB		I	I	A	R
41. Ensure agreed recommendations from external/internal audits are actioned within agreed timescales		A	R		C

REPORTING AND COMPLIANCE					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
42. Prepare a CMAT wide Whistleblowing Policy and ensure effective communication and training of the application of this policy		A	R	C	C
43. Ensure effective systems for the prevention of fraud with DfE being notified of sums in excess of £5,000		A	R	C	C
44. Ensure DfE is notified within 14 days of changes to information about Members, directors, chair of directors, chairs of local governing bodies, accounting officer and finance director (chief financial officer)	I	A	R	C	C
45. Ensure the CMAT has a Gifts and Hospitality Policy and that it is understood by directors, local governors and staff		A	R	C	C
46. Ensure compliance with a Notice to Improve including publication on the CMAT website	I	A	R	I	I

STRATEGIC PLANNING					
	Members	The Board	CEO & Exec	LGB	Headteacher
47. Preserve and develop the religious and educational character, mission and ethos of the CMAT as determined by the Members in accordance with the Articles of Association	I	A	R	I	C
48. Preserve and develop the religious and educational character, mission and ethos of the school as determined by the CMAT Board in accordance with the Articles of Association		I		A	R
49. Produce and adopt a Strategic 3-year rolling plan for the CMAT that will ensure delivery of the Bishop's vision for Catholic education within the Diocese	C	A	R	C	C
50. Produce and adopt a 3-year rolling plan for the school estate that addresses the expectations in the Diocesan School Estates Strategy and takes into account forward planning on pupil numbers and present and future planned developments for the delivery of the curriculum	I	A	R	C	R
51. Determine CMAT key priorities and key performance indicators (KPIs) against which progress towards achieving the strategic plan can be measured. Submit to Members for annual review	C	A	R	C	C
52. Agree arrangements for GAG pooling	C	A	R	I	C
53. Management of risk for the CMAT: ensure adequate internal control, risk management and assurance processes including proactive management of strategic risks	I	A	R		C
54. Develop the school's medium to long-term vision for its future viability as a Catholic school and a robust strategy for achieving its vision	C	A	R	C	C
55. Management of risk for the school: establish risk register, review and monitor risks, threats and opportunities	I	C	C	A	R

HR & STAFFING *(Note: the CMAT is the employer of all staff. Advice on HR & Staffing matters to be taken from Academy Trust Head of HR/HR Manager)*					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
56. Agree CMAT central team structure and recruitment		A/R	R	I	I
57. CMAT Chief Executive Officer – appoint and dismiss	C	R/A			
58. CMAT executive team – appoint and dismiss	C	A	R	I	I
59. Reserved post appointments – ensure that all diocesan protocols are followed		A	R		R
60. Develop and monitor safer recruitment policies and procedures including a template single central record (SCR) and ensure staff are trained		A	R	I	R
61. Implement safer recruitment policies and procedures including maintenance of the school single central record (SCR)		I	R	A	R
62. School staff (not headteacher/deputy headteacher) appointments – implement CMAT recruitment process		I	C	A	R
63. Agree school staffing structure based on Integrated Curriculum Financial Planning (ICFP) between finance, school improvement and HR		A	R		C
64. All reserved post dismissals - implement the requirements of the relevant CMAT policy	I	A	R	C	
65. All other staff dismissals – implement the requirements of the relevant CMAT policy		A	R	A	R
66. Undertake performance management of the Chief Executive Officer	C	A/R		C	C
67. Determine pay progression of the Chief Executive Officer		A/R			
68. Responsible for performance and development of central team		A	R		

HR & STAFFING *(Note: the CMAT is the employer of all staff. Advice on HR & Staffing matters to be taken from Academy Trust Head of HR/HR Advisers)*					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
69. Responsible for the performance and development of headteacher		I	R	A	
70. Responsible for the performance and development of school staff		I	C	A	R
71. Determine pay progression of executive post holders	I	A/R			
72. Make recommendations to CMAT Boards on pay awards for CEOs and executive postholders	R (Exec Pay Advisory Committee)				
73. Agree any cost of living increases to pay scales (CEO, executive, teachers and support staff)	C	A/R			
74. Review and approve pay progression proposals for posts below CEO and executive in line with respective Pay Policies	I	A/R	R		C
75. Hear appeals on pay progression decisions	I	A/R			
76. Approval of all HR and pay policies to be adopted by the CMAT on behalf of all schools [Responsibilities under each policy are set out in the policy as appropriate]	I	A/R	C		C
77. Responsible for collecting regular staff voice and making recommendations for improvements to CMAT delivery	I	A	R	C	R
78. Responsible for managing the workload of headteachers		I	R	A	C
79. Responsible for managing the workload of all school-based employees		I	C	A	R
80. Responsible for managing the workload of employees working in the central team		A	R		
81. Making changes to terms and conditions of staff: sign off by The Board	I	A	R	I	C

HR & STAFFING *(Note: the CMAT is the employer of all staff. Advice on HR & Staffing matters to be taken from Academy Trust Head of HR/ HR Advisers)*					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
82. Suspend and lift suspension: Chief Executive Officer	C	A/R (Chair of The Board or as delegated)		I	I
83. Suspend and lift suspension: headteacher	C	A	R	C	I
84. Suspend and lift suspension: central team		A	R		
85. Suspend and lift suspension: school staff		A	C	I	R
86. Ensure any staff severance payments provide value for money and are in line with the *Academy Trust Handbook*, including where non-contractual elements of any severance exceed £50,000/overall payments exceed £100,000	I	A	R		C
87. Publish the number of employees whose benefits exceed £100K in £10K bandings and ensure that payments to senior staff are tax compliant		A	R		
88. Obtain DfE approval of any new electric vehicle salary sacrifice schemes		A	R		

FINANCE					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
89. Appoint internal auditor, ensuring they are suitably qualified, experienced and independent		A/R	C		
90. Create and review an annual internal audit plan to include both financial and non-financial risks		A	R		C
91. Internal Audit: ensure internal scrutiny reports are shared with the Audit, Risk and Governance Committee and available to all directors promptly			A/R		
92. External Audit: Produce an annual report with conclusions to advise The Board on the reappointment, dismissal or retendering of the external auditor and their remuneration			A/R		
93. External Auditor: Appoint external auditors, ensuring any additional services commissioned are listed in a separate letter of engagement	A	R	C		
94. External Audit: Ensure accounts are prepared and audited in accordance with the requirements of the Academies Accounts Direction for submission by 31 December each year and the diocesan requirements relating to the accounting for the Church's assets		A	R		
95. Notify DfE immediately of the removal or resignation of external auditors including reasons why	C	A	R		
96. Ensure accounts are published on the CMAT website by 31 January each year and are submitted to Companies House		A	R		
97. External Auditors' report: receive and respond in a timely fashion and take appropriate action as required including challenging the robustness of any management response	C/I	A	R		
98. Ensure the CMAT approves a balanced budget for the financial year ending 31 August and minutes its approval	I	A	R		

FINANCE					
	Members	The Board	CEO & Exec	LGB	Headteacher
99. Ensure the CMAT approves a 3-year budget forecast, shares it with DfE and instigates a mechanism for regular review ensuring that such forecasts build on learning from previous years	I	A	R		
100. Ensure the CMAT's financial planning enables it to remain financially viable and a going concern. Where this is at risk, take prompt action to flag risks to the Members and DfE	I	A	R		
101. CMAT's scheme of financial delegation: establish and review (including contracts)		A/R	C		
102. School's scheme of financial delegation: establish and review		A	R	C	C
103. Approve contracts which constitute related party transactions [requires approval from DfE], ensuring they provide value for money and that they are appropriately disclosed		A	R		
104. Approve directors' expenses in accordance with the CMAT's conflicts of interest policy		A/R			
105. Ensure any investment strategy the CMAT develops aligns with DfE guidance on value for money and cautious financial exposure and that it is has the agreement of the Members	C	A	R		
106. Prepare a CMAT wide competitive tendering policy for adoption by The Board in accordance with the *Academy Trust Handbook*		A	R		I
107. Develop CMAT wide procurement strategies and efficiency savings programme (in line with the CMAT wide policy) and review opportunities for collaborative procurement		A	R		C
108. Support The Board in its monitoring and evaluation of the delivery of central services and functions provided or procured by the CMAT for the school		A	R		C

FINANCE					
	Members	The Board	CEO & Exec	LGB	Headteacher
109. Benchmarking and CMAT wide value for money: ensure robustness		A	R		C
110. Pay diocesan contribution as stipulated from time to time by the Bishop of Nottingham in accordance with diocesan policy		I	A/R		
111. Adopt and review the charging and remissions policy		A	R		C
112. Develop and implement a disaster recovery/business continuity plan for the CMAT which is reviewed regularly to ensure that it remains fit for purpose	I	A	R	C	C
113. Ensure effective systems are in place for the management and oversight of CMAT cashflow		A	R		
114. Monitor the income, expenditure of the school and report any issues to The Board		I	A/R		R
115. Seek DfE's prior approval for transactions beyond the CMAT's delegated limits or transactions deemed novel or contentious	C	A	R		
116. Ensure any variances from the budget are reported to The Board		I	A/R		R
117. Monitor the provision of free school meals to those pupils meeting the criteria and follow up where there are any issues		I	A	I	R
118. Ensure compensation payments deliver value for money and that payments in excess of £50,000 are pre-approved by the Members and DfE if non-statutory	A	R	C		
119. Seek Members' and DfE pre-approval for ex-gratia payments, writing off of debts and losses, guarantees, letters of comfort and indemnities, leases, acquiring and disposing of fixed assets beyond the limits of the *Academy Trust Handbook*	A	R	C		

FINANCE					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
120. Ensure Members' and DfE prior approval before borrowing, including overdrafts (but excluding finance leases on DfE approved list)	A	R	C		
121. Discuss and review management accounts with the Chair of The Board and the Chair of the Finance and Estates Committee monthly facilitating monitoring of the income, expenditure and balance sheet and risks that may need to be addressed and/or escalated to The Board or the Members	I	C	A/R		

HEALTH & SAFETY / ESTATES					
	Members	The Board	CEO & Exec	LGB	Headteacher
122. Oversee development of an estates strategy that ensures the maintenance and safe working conditions of the CMAT estate and aligns with the Estate Management Competency Framework and diocesan estate expectations	I	A	R	I	C
123. Establish and review asset management plan		A	R	I	C
124. Ensure health and safety audits are carried out and report findings actioned		A	R	I	C
125. Apply to the Diocesan Trustees for consent to building works before undertaking any works	C	A	R		
126. Adopt a CMAT wide health and safety policy and risk reporting policy		A	R	I	R
127. Adopt a CMAT wide lettings policy in accordance with the Diocesan Trustees' requirements		A	R	I	R
128. Make any proposals relating to the school estate to the directors in accordance with any requirements set out by the Diocesan Trustees		C	A/R	C	R
129. Monitor and support the implementation of the CMAT wide health and safety policy and report any issues to the directors		I	A	I	R
130. Draw up, agree and monitor an accessibility plan for each school in consultation with the headteacher, reporting any issues to The Board		I	A/R	I	R
131. With agreement from the Diocesan Trustees, advise the directors and manage in conjunction with them, any capital and building improvement grants	C	C	A/R	I	I
132. Follow procedural guidance issued by the CMAT to monitor the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the academy		I	R	A	R

HEALTH & SAFETY / ESTATES					
	Members	The Board	CEO & Exec	LGB	Headteacher
133. Ensure site inspections are carried out to review any health and safety issues and the security of premises and equipment		I	A	I	R
134. Follow procedural guidance issued by the CMAT to monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the executive team		I	A	I	R
135. Prepare a risk register for the LGB having regard to the risks identified by the executive team and audit processes		I	A	I	R
136. Prepare a health and safety policy for the school (in line with the CMAT wide policy)		I	A	I	R
137. Follow procedural guidance issued by the CMAT to monitor the accident book and agree appropriate actions with the executive team		I	A	I	R
138. Ensure suitable risk assessments are prepared and appropriate actions taken		I	A	I	R
139. Implement the CMAT wide lettings policy in the school		I	A	I	R
140. Be responsible for closing the school if required on health and safety related issues		I	A	I	R

SAFEGUARDING					
	Members	The Board	CEO & Exec	LGB	Headteacher
141. Appoint a safeguarding lead director for the CMAT		A/R	I	I	I
142. Adopt a CMAT wide safeguarding and child protection policy bearing in mind local variance where the CMAT spans more than one Local Authority area		A	R	I	I
143. Ensure the single central record (SCR) is maintained accurately and up to date for all school-based employees, the central team including Members, directors, governors and volunteers		A	R	I	R
144. Ensure that at least one director on any recruitment panel has up to date safeguarding training		A	R		
145. Ensure that all senior leaders are trained in safer recruitment		A	R		
146. Ensure that governors who undertake recruitment are trained in safer recruitment		A	R		
147. Monitor and report on safeguarding practice across the CMAT and take appropriate action where safeguarding practice is falling short of the standards expected		A	R	I	R
148. Ensure that each school has appointed a designated teacher to support Looked After Children		A	R	I	R
149. Identify safeguarding training needs and report to The Board		I	A/R	I	R
150. Appoint a designated governor for safeguarding		A	I	R	I
151. Appoint a Designated Safeguarding Officer (DSO) to support Looked After Children and ensure the role is compliant with statutory guidance		A	R	I	R
152. Appoint designated qualified safeguarding staff who are known by all		A	R	I	R

ADMISSIONS & EXCLUSIONS					
	Members	The Board	CEO & Exec	LGB	Headteacher
153. Implement diocesan admissions policy		I	C	A	R
154. Prepare an annual report to The Board on the need for school places within the local community, including forecasts and the effectiveness of existing arrangements		I	A/R	C	C
155. Assist the diocese with any requirements it may have relating to the Bishop's duty to seek to ensure that there are sufficient school places available for the baptised Catholic children in his diocese		A	R	C	C
156. Provide advice and guidance to the headteacher, LGB and directors as to requirements under the School Admissions and Appeals Codes		I	A/R	I	I
157. Provide oversight of the implementation of admissions arrangements across the CMAT and ensure that the requirements of the Admissions Code are met		A	R	I	
158. Undertake consultation, publish admissions and determine arrangements as required in accordance with the Schools Admissions and Appeals Codes		A	R	I	C
159. Ensure effective arrangements are in place for pupil recruitment liaising with the CMAT		I	C	A	R
160. Make arrangements for determining admission applications and hearing admissions appeals		I	C	A	R
161. Monitor and review decisions on exclusions		A	R	A	
162. Establish exclusion appeal panels when required and ensure that governors are trained in the work of exclusion appeal panels		A	R	I	

CURRICULUM & STANDARDS					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
163. Ensure academies fulfil Bishops' Conference requirements/diocesan expectations for the teaching of Religious Education, that it constitutes 10% of the weekly timetable (5% for 6th Form) and Collective Worship		A	R	A	R
164. Report any relevant information to the Bishop of Nottingham in order to provide assurances that standards across the academies in the Trust are being met	I	A	R		
165. Oversee curriculum policies to ensure they are balanced and broad. This will include: • Ensuring that the Catholic mission and ethos of the Trust permeates the curriculum and life at each of the academies • Ensuring that every pupil is well-equipped to follow their vocation as active citizens in service to the world • Ensuring that the curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain • Ensuring that there is a written policy on Relationships and Sex Education (RSE) in line with diocesan policy which ensures that it is taught in accordance with the social and moral teachings of the Catholic Church		A	R	A	R
166. Act effectively to ensure high standards and draw up and implement plans if standards are not rising, set up support/challenge strategies and alert The Board to any shortcomings or fall in standards before they become serious		I	R	A	R
167. Ensure that the curriculum of the school is taught in the light of the teachings of Christ and the Catholic Church and actively promotes the spiritual and moral development of pupils		A	R	A	R

CURRICULUM & STANDARDS					
	Members	The Board	CEO & Exec	LGB	Headteacher
168. Ensure compliance with the requirement to provide a daily Act of Collective Worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church		I	R	A	R
169. Monitor the quality assurance of teaching and learning, the curriculum inclusion and the sharing of good practice across the academy and take action where any issues arise		A	R	I	R
170. Monitor the target data for the school figures reported from the headteacher relating to standards		I	R	A	
171. Monitor the delivery of the school development plan and its impact		I	R	A	
172. Ensure the curriculum is appropriately delivered by the school to ensure that the highest possible level of academic performance in all areas is achieved and monitor progress against targets		A	R	A	
173. Ensure that Religious Education is in accordance with the teachings, doctrines, disciplines and norms of the Catholic Church both as a core subject and integrated into other subject areas		A	R	A	R
174. Ensure the performance management of staff is carried out in line with policy		A	R	A	R

SPECIAL EDUCATIONAL NEEDS / DISABILITIES & VULNERABLE GROUPS					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
175. Adopt a CMAT wide SEND and Looked After Children policy and ensure compliance		A	R	C	
176. Appoint a lead SEND director		A/R	C	I	I
177. Monitor, review and report on provision for SEND and Looked after Pupils		A	R	A	R
178. Appoint a local governor responsible for SEND and inclusion		A	I	R	I
179. Provide oversight of the implementation of the policy within the academy and compliance with the legal requirements relating to disability and report to the directors		I	A	R	
180. Ensure that inclusion involves challenging all vulnerable groups within the school		I	A	R	
181. Designate a teacher to be responsible for coordinating SEND provision		I	A	I	R

OTHER PUPIL RELATED MATTERS					
	Members	The Board	CEO & Exec	LGB	Headteacher
182. Ensure effective deployment of the pupil premium		I	A	I	R
183. Monitor the impact of the pupil premium in the school		A	R		
184. Implement a behaviour policy in line with CMAT wide guidelines			C	A	R
185. Set the uniform policy in line with CMAT guidelines			C	A	R
186. Approval of significant changes to the school e.g. length of school day, start/finish times and holidays		A	C	C	R

INFORMATION MANAGEMENT & COMMUNICATION					
	Members	**The Board**	**CEO & Exec**	**LGB**	**Headteacher**
187. Prepare a CMAT wide policy on the management of data protection and FOI requests		A	R	I	C
188. Ensure compliance with all data protection and FOI legislation		A	R	A	R
189. Ensure that systems are in place to support the CMAT's strategy at the school for effective communication with pupils, parents or carers, staff, parish priests, the diocese and the wider community including the support of a local parent teacher association (if established)		I	A	I	R
190. Ensure the publication of school information, ensuring that the electronic communication, including web pages are up to date and compliant		I	A	I	R
191. Ensure that appropriate safeguards are in place to prevent the CMAT and school from cyber-attacks and any potential loss of data		A	R	A	R