DIOCESE OF Hexham & Newcastle

DEPARTMENT FOR EDUCATION

Hexham and Newcastle

Diocesan

Scheme of Delegation

Bishop Wilkinson

Catholic Education Trust

Through Christ, in Partnership

October 2025

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

1. [Name of Catholic Education Trust] (referred to herein as the "**Trust**") is a Catholic multi-academy trust, which has been established by the **Bishop of Hexham and Newcastle**. It is responsible for the running of a number of Catholic schools (referred to as the "**Academies**").

2. The Academies shall at all times remain Catholic schools, conducted in conformity with any trust deed governing the use of land occupied 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 07890590) and a charity, whose objects are the advancement of the Catholic religion in the Diocese by such means as the Diocesan Bishop may think fit and proper. 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 management of the Trust to the **Directors**.

5. The Directors have put in place this **Scheme of Delegation** to provide clarity as to

   5.1 the roles and responsibilities of those involved in the governance of the Academies

   5.2 how decisions are made.

6. The purpose of good governance is to:

   6.1. determine the vision and values of the Trust;

   6.2. support leadership in determining and fulfilling the strategic direction of the Trust;

   6.3. hold leadership to account and ensure staff well-being; and

   6.4. oversee the financial performance of the Trust ensuring there are systems in place to manage risk and ensure money is well spent.

7. An overview of the governance structure is set out in the attached structure chart.

8. The **Members** of the Trust oversee the Board of Directors (the "**Trust Board**"), holding the Directors to account and ensuring that the Catholic ethos of the company is upheld.

9. The Members are:

   9.1. the Bishop of Hexham & Newcastle;

   9.2. the Vicar General for the North of the Diocese;

   9.3. the Vicar General for the South of the Diocese;

   9.4. the Lead Education Trustee or Chair of the Diocesan Committee;

   9.5. the Episcopal Vicar for Education;

9.6. the Diocesan Director of Education; and

9.7. the Diocesan Chief Operating Officer.

10. The Trust Board is made up of both **Foundation Directors** appointed by the Bishop (who shall always be in the majority), Non-Foundation Directors and **Co-opted Directors** appointed by the Trust Board itself with the approval of the Diocese. Whilst Foundation Directors and Non-Foundation Directors are appointed for a term of four years, Co-opted Directors are appointed for a one-year term and are generally appointed for a specific purpose. Non-Foundation Directors and Co-opted 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 effective management of the Trust and its Academies.

12. The Trust Board delegates aspects the day-to-day oversight of academy leadership to a local governing committee (referred to as the "**Local Governing Committee**").

13. To ensure effective collaboration and the dissemination of good practice, headteachers meet as a **Leadership Group** and some strategic decision-making responsibility is vested in this group. This group will meet fortnightly, and Chairs of Local Governing Committees will be invited to attend two of these meetings a year to provide an opportunity to consider the impact of the Trust and how it meets the needs of its communities, with a view to supporting the Trust Board in making strategic decisions about the future priorities for the Trust and its Academies.

14. A **Summary of Key Delegated Responsibilities** is attached.

15. A **Leadership and Governance Decision Planner** is attached to aid swift decision making.

16. This Scheme of Delegation applies to each Academy. Its effective date is noted on the first page, and it will be reviewed from time to time by the Trust Board in discussion with the Diocesan Department for Education. Whilst this Scheme cannot take the form of a legally binding contract and is subject to the overriding duty of the Directors to act freely and in the best interests of the Trust, in so far as the Directors are able, they agree to abide by the provisions of it and will consult Local Governing Committees when any significant changes are proposed.

17. This Scheme of Delegation is formed of several component parts, effectively comprising a Trust governance and leadership handbook. By way of summary, it contains or references the following:

17.1. Part 1 - This Introduction and Executive Summary: Purpose of the Scheme of Delegation.

17.2. Part 2 - The Trust's Governance Principles: Vision and Values.

17.3. Part 3 - Governance and Management Structure: Roles and Responsibilities.

17.4. Part 4 - Supervision and Intervention: Accountability.

17.5. Trust Structure Chart.

17.6. Tables of Key Delegated Responsibilities for Governance and Leadership.

17.7. Leadership and Governance Decision Planner.

PART 2: GOVERNANCE PRINCIPLES: VISION AND VALUES

1. Vision and Values

1.1. [Trust to provide statement as to the unique vision of the Trust]

2. Catholic Ecclesiology and Principles for Effective Partnership

2.1. The Trust is part of a family of Catholic schools 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, academy staff, members of the LGC and those in any way involved in the business of the Trust and the Academies recognise the Bishop of Hexham and Newcastle 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. 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.

3. Mutual Respect and Distinctiveness

3.1. The Academies are equal partners within the Trust and at all times the partners will strive for consensus in decision making, recognising that each Academy has both strengths and weaknesses. Each Academy is unique and serves its 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, sharing resources, knowledge, and best practice, to fulfil the Trust's mission, vision and values and to further the Church's mission in education.

4. Transparency

4.1. 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, always acting in good faith and recognising the value of independence and separation in relation to decision making.

5. Subsidiary and Earned Autonomy

5.1. Decisions are to be taken at the level nearest to those affected by those decisions which is compatible with the principles of subsidiarity and support for the common good, avoiding unnecessary bureaucracy and aiming in so far as possible to make changes to established practices only where it can be demonstrated there is a reasonable need and to learn from experience or adapt to changing circumstances. The Trust adopts a policy of earned autonomy and where governance responsibility is delegated, appropriate decision-making authority will be given. The parameters of such authority will be clear and those to whom responsibility is given will be required to report to those who retain overall responsibility and accountability.

6. Solidarity

6.1. 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 need assistance at any time. It is acknowledged that smaller schools, particularly in rural areas, can be financially vulnerable putting at risk continuity of Catholic education in an area and therefore the Trust will prioritise funding support to those schools, either by levying reduced charges for centralised services or weighting resource support in favour of smaller schools.

7. The Common Good

7.1. 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 schools, but of all 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 nature of the Trust as a company running multiple Academies means there are many governance and management layers.

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 of the company is fulfilled. Each Member's liability is limited to £10.

1.3. The Bishop, through the Diocesan Department for Education, 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 Department for Education 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 schools 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 trustees 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.

1.6. The Directors delegate aspects of governance and the strategic oversight of school leadership to a "Local Governing Committee" (referred to as the "**Local Governing Committee**").

1.7. Other committees established by the Trust Board may be tasked with fulfilling 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 "**Leadership Group**" has been formed comprising the Academy Headteachers and those with executive responsibilities within the Trust. Some decision-making responsibilities may be delegated directly to the Leadership Group or otherwise to the Headteachers by the Trust Board or the respective Local Governing Committee.

1.9. A diagram setting out the Trust's governance structure and a summary of how key decisions are made (the "**Leadership and Governance Decision Planner**") is attached.

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 an authentic Catholic education is provided. In view of the overarching role of the Members, the Bishop of Hexham and Newcastle will be a Member and will appoint other Members from within the Diocese of Hexham and Newcastle.

2.2. The Members' key responsibilities are:

2.2.1. to secure Catholic education and ensure the Trust fulfils its religious objects.

2.2.2. to determine the Trust's constitution i.e. the Articles and approve the governance structure.

3. Role of Directors

3.1. The Directors have overall responsibility and are the ultimate decision-making authority for all the work of the Trust, including the maintaining of the Academies. The Directors are accountable to the Bishop and the Trustees for the implementation.

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 the quorum for any meeting is the greater of 3 and a third of the Directors appointed at any one time.

3.3. A summary of the key responsibilities of the Directors is set out in the attached **Table of Key Delegated Responsibilities**.

3.4. 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 Committees 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 elected and appointed.

4.2. Those serving on the Local Governing Committee are accountable to the Bishop and the Directors and must always ensure that 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 Department for Education, 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.

4.4. As a matter of general principle, the Local Governing Committee will adopt and will comply with all the policies adopted by the Trust Board and will comply with any direction issued by the Trust Board and have regard to any advice given.

4.5. A summary of the key responsibilities of the Governors is set out in the attached **Table of Key Delegated Responsibilities**.

4.6. All Governors must comply with the **Governor Code of Conduct** adopted by the Trust.

4.7. See Appendix 1 for guidance om LGC purpose, constitution, terms of reference, resignations and removals, appointment of Chair and Vice Chair and quorums.

5. Committees and Further Delegation

5.1. The Local Governing Committees are not expected to establish any sub-committees except for Admissions and Headteacher Appraisal, pupil discipline matters and complaints where required. The Local Governing Committee is encouraged to form working groups to deliver specific projects if required, whether in conjunction with the Trust Board or alone, and subject to any guidance offered by the Trust Board from time to time.

5.2. Those to whom delegated responsibility is given must acknowledge the limitations of their authority and must not act outside of their authority. Any willful disregard of the matters expressed in this Scheme and in particular the relevant Terms of Reference is likely to lead to a removal of delegated authority.

5.3. Any serious disagreement between the Trust Board and a Local Governing Committee which cannot be resolved by the Chair of the Local Governing Committee discussing the matter with the Chair of the Trust Board will be referred to the Diocesan Department for Education for guidance.

5.4. No alteration of the Articles or change to the Scheme or removal of delegated authority shall invalidate any prior act of the Local Governing Committee (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 school 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 either or both the "**Chief Operating Officer**" (a senior officer with general operational responsibility) and the "**Chief Financial Officer**" (a senior officer with overall responsibility for the Trust's financial systems and procedures).

6.2. The Chief Executive Officer will be the "**Accounting Officer**" for the Trust, responsible to Parliament and to the Department for Education 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 need for and size of the Executive Team will be determined by the Trust Board, in consultation with the Leadership Group, reflecting the degree of collaboration across the Trust. Where possible, resources will be drawn from the Academies themselves rather than through the use of external consultants or recruitment.

6.4. The cost of the functions undertaken by the Executive Team or actions at the request of the Trust Board are generally funded on a fair and equal basis by the Academies by the contribution of a percentage of the central government funding provided for each Academy.

This contribution will be set each year against a budget for the shared costs approved by the Trust Board in consultation with the Leadership Group and may vary according to the level of activities undertaken. Variations may also reflect any financial vulnerability from time to time, especially in relation to smaller schools.

6.5. A summary of key leadership responsibilities is set out in the attached Table of Key Delegated Responsibilities.

7. Financial Delegation

7.1. The Trust's financial procedures and authorisations are set out in the "**Financial Regulations Manual**" and "**Finance Policy**". Except as provided for in this Scheme of Delegation and subject to the requirements and restrictions set out in the Financial Regulations Manual/Finance Policy, budget responsibility is delegated to the respective Academy and expenditure will be authorised by the Trust and monitored by the Local Governing Committee.

7.2. No Trust or Academy monies (whether or not authority to expend has been devolved to the Local Governing Committee) shall be paid into any bank account other than a bank account authorised by the Trust's Chief Financial Officer.

7.3. The Trust is required to have in place systems to identify and properly manage risk. The Local Governing Committee is expected to comply with any policy or guidance issued by the Trust (and the Secretary of State for Education as Principal Regulator) and to ensure that proper procedures are put in place for the safeguarding of funds, including any voluntary funds or charitable funds obtained through fund raising activities.

7.4. The Local Governing Committee 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 **Risk Protection Arrangement** scheme.

7.5. The Trust Board will have regard to the interests of all of the Academies in deciding and implementing any policy (including any reserves or contingency policy) or exercising any authority in respect of any one or all the Academies for which it is responsible. Notwithstanding this, the priority for the Trust Board is to 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 on the funding of the support provided by or on behalf of the Trust, any policy shall first be discussed with the Leadership Group and its views considered in relation to the setting and implementation of any such policy.

8. Personnel

8.1. All staff employed by the Trust or in connection with any Academy or Academies are employees of the Trust.

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. 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. Any proposed changes to the staffing structure operated within an Academy must be approved first by the Trust Board, who may also require changes to be made, but who will

consult first with the Local Governing Committee before consulting more widely, including with the Diocese, on any proposal.

8.4. Whilst the management of any claims and disputes involving staff (other than senior leaders) are expected to be dealt with at the local level in accordance with the Trust's Disciplinary Policy, the Trust Board should be kept informed, and any advice or guidance issued by or on behalf of the Trust Board should be followed.

8.5. The Trust Board (in conjunction with the Local Governing Committees) will ensure that the Bishops' Memorandum for the Appointment of Staff is adhered to. The Diocesan Department for Education must be consulted on any appointment and if any investigation into wrongdoing is to be carried out.

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 Committee (with management responsibility being delegated to the Headteacher), who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trust (and/or any others) with regard to the Occupation of Premises and Diocesan Protocols document.

9.2. The Trust is required to have and to keep under review a long-term estate management strategy that will identify the suitability of buildings and facilities in light of anticipated curriculum needs and projected pupil numbers. The Local Governing Committee may suggest to the Trust Board the need for any capital investment and will work with the Trust Board to agree any capital priorities and the delivery of any significant capital project. The Trust board may need to agree on significant projects with the Diocese first.

9.3. No disposal or acquisition of land will be undertaken without the consent of the Trust Board. Temporary use and short-term lettings will be managed by the Local Governing Committee, subject to any lettings policy issued by the Trust from time to time and observing any regulations issued by the Diocese, including the Occupation of Premises guidance.

10. Regulatory Matters

10.1. 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 is a shared responsibility of the Directors and the Governors, as well as leadership.

10.2. Any appeal against admission will be determined by an appeals panel which will be convened by the local governing committee.

PART 4: SUPERVISION AND INTERVENTION: ACCOUNTABILITY

1. Notwithstanding the level of delegated responsibility to the Local Governing Committee and leadership, 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. It is the responsibility of all to ensure this is achieved, with reporting taking such format as the Trust Board and the Local Governing Committee shall agree from time to time.

3. As well as the legal or financial implications of any failure or wrongdoing, the reputational damage to the Trust and its Academies, as well as the Bishop and the Diocese of Hexham and Newcastle, is a significant risk and concern.

4. As the strategic responsibility for the running of the Academy is delegated to the Local Governing Committee (such responsibility being managed in practice by the Headteacher), the Directors are removed from the operational risks and thus require the Academy to notify them (or as directed) of the following:

    4.1. 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.

    4.2. any sexual or violent or illegal act committed by any person while on the Academy premises under any circumstances.

    4.3. 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 or safety law or regulations.

    4.4. 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.

    4.5. notification of any OFSTED inspection or Catholic School Inspection.

    4.6. any suspected breach of the Academy Trust Handbook or communication received from the Department for Education seeking to investigate any complaint made in relation to the Academy.

5. Appropriate steps will then be taken to manage any situation, communicating as appropriate in the circumstances (having regard to the fundamental principle of transparency and openness).

6. The Local Governing Committee acknowledges the need for and submits to any inspection by the Directors, the Executive Team, and the Diocesan Department for Education.

7. Where weaknesses are identified, either because 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 indeed all) power or responsibility conferred on the Local Governing Committee under this Scheme of Delegation.

8. The Trust's Leadership and Governance Decision Planner indicates relevant decision-making authority which may be temporarily 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 and the Diocesan Department for Education.

9. If the Directors resolve to suspend all delegated authority to a Local Governing Committee, an executive or management board will be established to undertake the responsibilities of the Local Governing Committee until such time as delegated authority can be restored. Any decision to do so and any appointments to the executive or management board will be that of the Trust Board, who shall seek the advice and support of the Members (and the Diocesan Department for Education) if any external concerns are raised.

10. Notwithstanding the above, the Trust Board and the Local Governing Committee acknowledge the value of maintaining a good working relationship particularly in light of the levels of delegated responsibility within the Trust and the impact this may have on the ability of the Trust Board or the Local Governing Committee to react 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 Committee in such circumstances make the following commitments to each other:

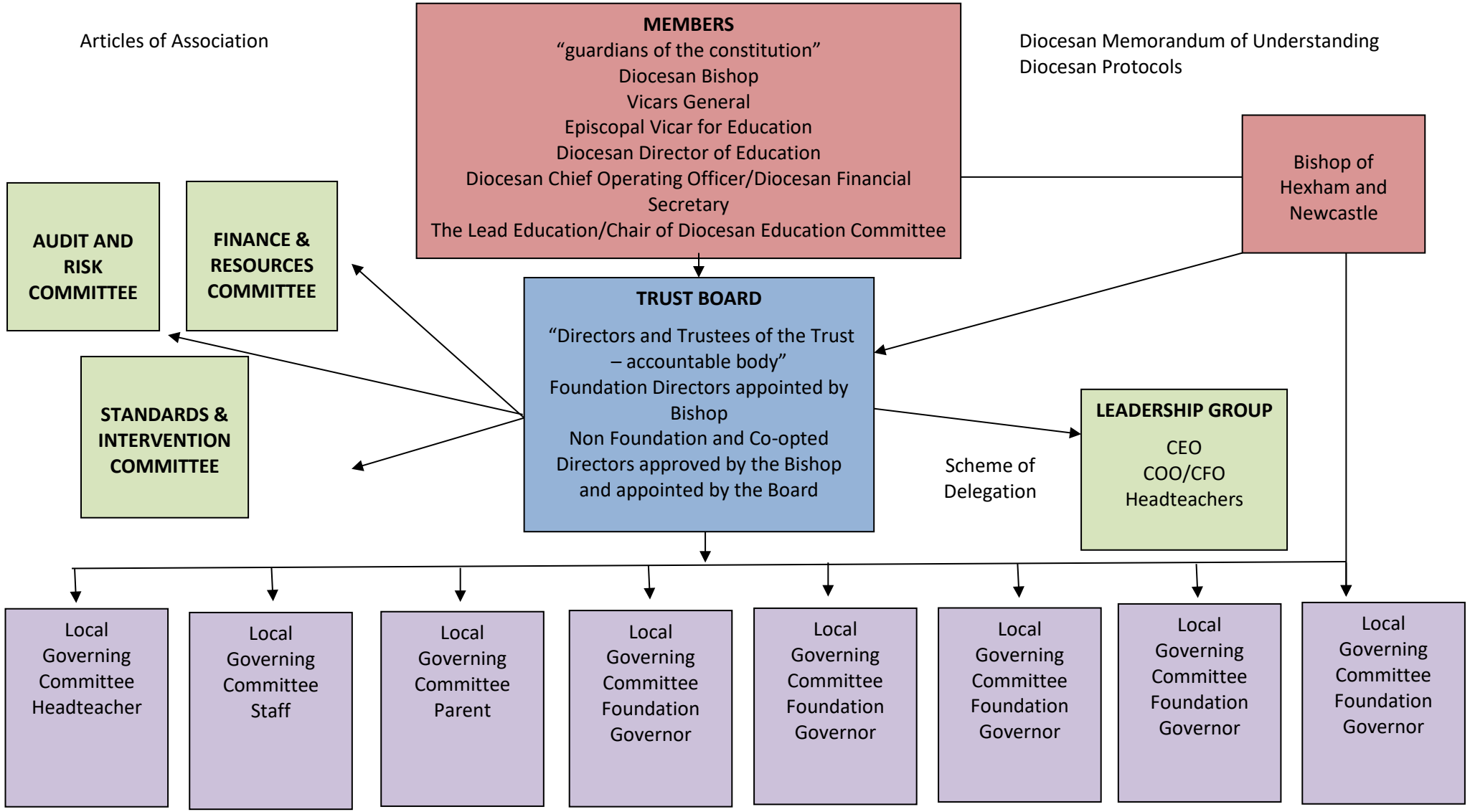
    10.1. to discuss openly any weaknesses or any situation which may potentially lead to a threat of intervention by the Secretary of State for Education as the Principal Regulator.

    10.2. 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 Department for Education who will support and advise on steps to be taken and facilitate additional support if needed.

    10.3. 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 by each.

11. The Trust Board shall not generally exercise any power to suspend or remove the Headteacher without first discussing with the Chair of the Local Governing Committee the need to ensure that such power is being exercised appropriately and proportionately.

Catholic Education Trust Structure Chart



Summary of Delegated Governance Responsibility

DIOCESE OF HEXHAM AND NEWCASTLE: [NAME OF TRUST] - SUMMARY OF KEY DELEGATED GOVERNANCE RESPONSIBILITIES

Members	Directors/Trust Board	Local Governing Committee
• 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)	• hold governance accountability • determine strategic vision and overarching strategic plan • provide strategic leadership and governance • provide challenge and support to senior leaders • undertake the recruitment and performance of any chief executive officer • develop and decide strategic and operational policies • facilitate collaboration • co-ordinate and oversee shared services and resources • develop and oversee the implementation of Trust development plan • approval of performance benchmarks • approve overall Trust budget and approve School budget parameters • monitor expenditure in accordance with appropriate authorisations • approve any significant capital expenditure • oversee financial governance and risk management • determine the Trust's reserves/contingency policy • ensure appropriate insurance or risk cover is put in place • undertake recruitment of headteachers and facilitate the performance management of senior leaders • develop shared staff training programmes and opportunities for professional development • support the development and building of leadership and governance capacity at School level • approve of site and asset management strategy • oversee any significant capital expenditure and building projects ensuring compliance with Trust finance policy • approve of all funding applications • decision maker for some appeals where delegated	• decide the School's strategic vision and uphold the School's distinctiveness and unique character, in harmony with the Trust's strategic vision and ethos • support senior leadership team generally and with specific emphasis on target setting, pupil monitoring and analysing progress data to inform curriculum & budgeting priorities • approve of School development/action plan • recommend school budget and support the head teacher in submitting the budget to the Trust Board for formal approval • oversee expenditure ensuring the School works within its budget and implements the Trust's risk and financial management policies ensuring probity, prudence and efficiency • play an active part in the recruitment of the headteacher • support the senior leadership team in the development and review of an appropriate staffing structure • support the head teacher in the recruitment and performance management of personnel • responsible for staff welfare and well-being, supporting the senior leadership team in monitoring absence and sickness • promote collaboration with other schools in the Trust • develop and review delegated school policies (e.g. admissions, pupil behaviour, safeguarding) • provide advice and feedback to the Directors, ensuring the school is meeting the needs of its community • undertake all and any appropriate community consultation • provide a point of contact for parents, carers and other members of the local community, maintaining an effective link to the wider community • evaluate its performance ensuring appropriate training and development so that knowledge, skills and behaviour are appropriate for a dynamic education environment

Summary of Delegated Leadership Responsibility

Chief Executive Officer/Accounting Officer	Chief Operating Officer/Chief Financial Officer	Headteacher
• Trust Accounting Officer • provides leadership and vision to the Trust • chairs [Leadership Group] and provides focal point for reporting to the Trust Board • represents views of [Leadership Group] and supports implementation of strategic decisions by Trust Board • advises on operational priorities and leads on development of Trust strategic plan and Trust policies, which remain the responsibility of the Trust Board • Delegates to School Improvement Lead and Chair of the Local Governing Committee to carry out the appraisal of head teachers and supports their professional development • determines the curriculum priorities and takes responsibility for all teaching and learning • manages Trust executive team ensuring high quality effective support is provided to Trust schools • responsible for ensuring that the Trust keeps proper financial records, has appropriate financial systems in place and manages opportunities and risk • submits annual "statement on regularity, propriety and compliance" to ESFA • manages Trust's external relations • builds effective partnerships with external agencies including the Regional Schools Commissioner and the Education & Skills Funding Agency • leads and manages any process for the expansion of the Trust and its schools	• responsible for all operational matters • fulfils responsibilities of "chief financial officer" under the Academy Handbook • supports the Trust CEO in managing operations and responsible for 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 • prepares and monitors Trust and school budgets • ensures delivery of annual accounts • advises on financial policies including a procurement policy and strategy • 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 school-based teams to manage school contracts • develops and advises on operational support for the head teachers • ensures there is risk protection cover in place for all risk areas • leads on any significant capital project including managing any application for capital funding and/or distribution of any capital grant	• undertakes statutory responsibilities as head teacher • provides leadership and vision to the School • responsible for standards and pupil outcomes • determines the curriculum priorities and takes responsibility for all teaching and learning • implementation of the curriculum • implements Board decisions affecting the School • advises on and implements School's development/action plan and agreed strategic priorities • advises on and implements the staffing structure approved by the Local Governing Committee for the School and is responsible for the organisation of resources • responsible for recruitment of School staff and their professional development • undertakes performance management of School staff and deals with any grievances • responsible for disciplining School staff • working with the COO/CFO, advises on the School budget making recommendations to the Local Governing Committee and ensuring the School manages within its budget • advises on School policies, which are delegated to the Local Governing Committee for determination • responsible for safeguarding and well-being of pupils and staff • decides any pupil exclusions • manages School's relationship with its community

LEADERSHIP AND GOVERNANCE DECISION PLANNER

This decision planner is designed to work in conjunction with the formal Scheme of Delegation adopted by the Trust. It provides a quick reference guide to how some of the important decisions within the Trust are to be made. Any discrepancies between this document and the Scheme of Delegation shall be construed in favour of the Scheme of Delegation, which will take precedence. Further detail of the involvement of the Bishop, the Diocese of Hexham and Newcastle and the Diocesan Department for Education is contained in the **Diocesan Protocols**.

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 Committee (the "**LGC**")
4. Trust Chief Executive Officer (or assigned member of the Executive Team) ("**CEO**")
5. Headteacher/Head of School ("**HT**")

✓	Decision to be made by
*	To be notified of decision

	Task	Members	Board	LGC	CEO & Exec	HT
1.	**Governance and Vision**					
1.1.	Approve any changes to Trust Articles of Association	✓				
1.2.	Approve any changes to Trust Scheme of Delegation	✓				
1.3.	Establish or merge Local Governing Committees	*	✓			

	Task	Members	Board	LGC	CEO & Exec	HT
1.4.	Establish Trust Committees and determine terms of reference		✓			
1.5.	Establish committee for admissions			✓		
1.6.	Establish committee for pupil exclusions			✓		
1.7.	Appoint Chair of Trust Board	*	✓			
1.8.	Remove Chair of Trust Board	✓				
1.9.	Appoint Foundation Directors	✓				
1.10.	Remove Foundation Directors	✓				
1.11.	Appoint Non-Foundation Directors		✓			
1.12.	Remove Non-Foundation Directors		✓			
1.13.	Appoint Co-opted Directors	✓	✓			
1.14.	Remove Co-opted Directors	✓	✓			
1.15.	Appoint Chair of LGC			✓		
1.16.	Remove Chair of LGC	*	✓			
1.17.	Appoint Foundation Governors	✓				
1.18.	Appoint Co-opted Governors (other than elected Governors)		✓			
1.19.	Remove Foundation Governors	✓				
1.20.	Remove Co-opted Governors and Elected Governors		✓			

	Task	Members	Board	LGC	CEO & Exec	HT
1.21.	Approve Directors/Governor Expenses Policy	*	✓			
1.22.	Manage Conflicts of Interest		✓			
2.	**Finance**					
2.1.	Trust & Academy Financial Regulations and Procedures		✓			
2.2.	Appoint Trust auditors	*	✓			
2.3.	Approve Trust Budget		✓			
2.4.	Approve Trust Annual Accounts	*	✓			
2.5.	Approve Directors Annual Report	*	✓			
2.6.	Undertake financial efficiency review (across the Trust)		✓			
2.7.	Undertake financial efficiency review (within the Academy)			✓		
2.8.	Establish Charging and Remissions Policy		✓			
2.9.	Compile and review Trust Risk Register		✓			
2.10.	Compile and review Academy Audit and Risk Register and report on risks to Trust Audit and Risk Committee	*	✓			
2.11.	Submit Trust Academies Accounts Returns to ESFA		✓			
2.12.	Response to Auditor's Management Letter	*	✓			
2.13.	Recommend Academy budget to the Board			✓		✓
2.14.	Monitor Academy budget		*	✓		

	Task	Members	Board	LGC	CEO & Exec	HT
2.15.	Submit Academy Accounts Return to ESFA	*	✓			
3.	**Strategy, Performance and Expansion**					
3.1.	Trust Strategic Plan	*	✓			
3.2.	New, converter or sponsored academies joining CET	*	✓			
3.3.	Academy expansion and or change in age	*	✓			
3.4.	Determine overall effectiveness of Academy		✓			
3.5.	Academy Performance Targets		✓			
3.6.	Academy Development Plan		*	*	*	✓
3.7.	Intervention/Establish Executive/Management Board	*	✓			
3.8.	Admissions Policy		✓			
3.9.	Trust wide policies		✓			
3.10.	Academy wide policies		*	✓		
3.11.	Management of risk for the CET: establish risk register, review and monitor risks, threats and opportunities		✓			
3.12.	Management of risk for the academy: establish risk register, review and monitor risks, threats and opportunities			✓		✓
4.	**Staffing and HR**					
4.1.	Develop safer recruitment policies and procedures including a template single central record (SCR) and ensure staff are trained		✓			

	Task	Members	Board	LGC	CEO & Exec	HT
4.2.	Implement safer recruitment policies and procedures including maintenance of the academy single central record (SCR)					✓
4.3.	Monitor the implementation of and review safer recruitment procedures			✓		✓
4.4.	Monitor the single central record (SCR) to ensure that it is accurate and up to date in accordance with statutory requirements			✓		
4.5.	Agree CET staffing structure		✓		✓	
4.6.	Agree academy staffing structure				✓	
4.7.	Chief Executive Officer - appoint and dismiss		✓			
4.8.	Executive Team - appoint and dismiss		✓			
4.9.	Headteacher appointments - to ensure that all diocesan protocols are followed		✓			
4.10.	Headteacher dismissals - to implement the requirements of the relevant CET policy		✓			
4.11.	To ensure that all diocesan protocols are followed for roles where there is a genuine occupational requirement for the postholder to be a practising Catholic.		✓			
4.12.	All reserved post dismissals - to implement the requirements of the relevant CET policy		✓			
4.13.	Academy staff (not headteacher/deputy headteacher): appointments - to implement CET recruitment process					✓
4.14.	Academy staff dismissals (not the headteacher/deputy headteacher) - to implement the requirements of the relevant CET policy					✓
4.15.	Agree performance management cycle and appraisal arrangements		✓		✓	
4.16.	Undertake performance management of the Chief Executive Officer		✓			

	Task	Members	Board	LGC	CEO & Exec	HT
4.17.	Hold headteacher to account for the educational performance of the academy and its pupils and for the internal management and control of the academy including the performance management of staff			✓	✓	
4.18.	Undertake performance management of central team				✓	
4.19.	Undertake performance management of headteacher			✓	✓	
4.20.	Undertake performance management of academy staff					✓
4.21.	Establish and review Trust Pay Policy		✓			
4.22.	Make recommendations to CET Boards on pay awards for CEOs and executive postholders	✓				
4.23.	Agree headteacher pay award		✓			
4.24.	Agree central team pay award		✓			
4.25.	Agree academy staff pay award		✓			
4.26.	Agree pay progression decisions		✓			
4.27.	Hear appeals on pay progression decisions		✓			
4.28.	Approval of CES policies on appraisal, capability, disciplinary, grievance and sickness absence to be adopted by the Trust on behalf of all academies [Responsibilities under each policy are set out in the policy as appropriate]		✓			
4.29.	Approval of HR policies not covered by CES. Responsibilities under each policy are set out in the respective policy		✓			
4.30.	Suspend and lift suspension: Chief Executive Officer		• (Chair of the Board or as delegated)			

	Task	Members	Board	LGC	CEO & Exec	HT
4.31.	Suspend and lift suspension: headteacher				✓	
4.32.	Suspend and lift suspension: central team				✓	
4.33.	Suspend and lift suspension: academy staff					✓
4.34.	Making changes to terms and conditions of staff		✓			
5.	**Land and Contracts**					
5.1.	Oversee development and maintenance of individual academy estate and ensure safety of premises and estate		✓			
5.2.	Establish and review asset management plan		✓			
5.3.	Ensure health and safety audits are carried out and report findings				✓	✓
5.4.	Apply to the Diocesan Trustees for consent to building works before undertaking any works as mentioned in the to Occupation of Premises document	✓				
5.5.	Approve Leases		✓			
5.6.	Approve Lettings and shared use		✓			
5.7.	Adopt a Trust wide health and safety policy and risk reporting policy		✓			
5.8.	Follow procedural guidance issued by the CET to monitor the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the academy				✓	✓
5.9.	Conduct site inspections to review any health and safety issues and the security of premises and equipment				✓	✓

	Task	Members	Board	LGC	CEO & Exec	HT
5.10	Follow procedural guidance issued by the CET to monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the executive team			✓		✓
6.	**HR Policies**					
6.1.	Pay & Remuneration Policy		✓			
6.2.	Safeguarding Policy and Review		✓			
6.3.	Job Role Salary & Grading Policy		✓			
6.4.	Changes to Employee Terms & Conditions or Collective Agreements		✓			
6.5.	Performance Management & Appraisal Review Policy		✓			
6.6.	Disciplinary Policy		✓			
6.7.	Grievance Policy		✓			
6.8.	Capability Policy		✓			
6.9.	Whistle-blowing Policy		✓			
6.10.	Re-structuring & Redundancy Policy		✓			
6.11.	Employee Health & Safety Policy		✓			
6.12.	Terms and holidays		✓			
6.13.	Academy times		✓			
6.14.	Adoption and review of Non-HR Statutory Policies		✓			

	Task	Members	Board	LGC	CEO & Exec	HT
6.15.	Exclusions process		✓			
6.16.	Appeals against Permanent Exclusion process		✓			
6.17.	Complaints Policy		✓			

Appendix A

LOCAL GOVERNING COMMITTEE

Purpose

1. A Local Governing Committee (LGC) shall be established for each of the Academies, except where the Trust Board determines in a particular case that more than one Academy should be governed by the same LGC.
2. The purpose of the Local Governing Committee is to provide local accountability and strategic support and oversight of the Academy's leadership team.
3. The roles and responsibilities of the Local Governing Committee are set out in the Table of Key Delegated Responsibilities.

Constitution

4. Governors appointed to a Local Governing Committee shall be appointed as follows:
   - 4.1. Foundation Governors appointed by the Diocesan Bishop to ensure that the Foundation Governors outnumber all other Governors by at least 2;
   - 4.2. Headteacher of the Academy (or Headteachers where the Academies are federated and there is no Executive Headteacher);
   - 4.3. up to 1 Staff Governor, elected or appointed through such process as the Local Governing Committee may determine;
   - 4.4. up to 1 Parent Governor, elected by parents or carers of registered pupils at the Academy and being a parent or carer of a pupil at the Academy at the time when elected;
   - 4.5. In exceptional circumstances, for a limited period of time, up to 1 Non-Foundation Governor may be appointed by the Local Governing Committee with the approval of the Trust Board.
5. There is no power to co-opt Governors to the Local Governing Committee but advisers (including other members of staff in the Academy) may attend meetings provided they do not take part in any decision making.
6. All Governors must undertake to uphold the object and mission of the Trust and must comply with the Governor Code of Conduct appended to the Scheme of Delegation.

Term of Office

7. The term of office for any Governor shall be 4 years (save that this time limit shall not apply to the Headteacher or any post which is held ex officio, who will serve for as long as he or she remains in office). Subject to remaining eligible to be a particular type of Governor, any person may be re-appointed or re-elected to the Local Governing Committee.
8. A Governor shall serve one particular school for no more than 3 terms of office.

Resignation and Removal of members of the Local Governing Committee

9. A Governor shall cease to hold office if he or she resigns his or her office or is removed by the Bishop or in the case of any Governor who is not a Foundation Governor by the Trust Board (which the Directors reserve the power to do without the need to provide any reasons for removal). Any vacancy on a Local Governing Committee will trigger an appropriate appointment or election and must be notified to the Trust Board and the Diocesan Department for Education.

10. Any person who would not be eligible to be a Director in accordance with the Trust's Articles of Association will not be eligible for appointment or election to the Local Governing Committee and must resign from the Local Governing Committee if they become ineligible. Details of eligibility to serve as a Governor are set out in the Governor Code of Conduct.

11. If any Governor is also an employee of the Trust and ceases to be employed to work at the Academy or within the Trust, then he or she shall be deemed to have resigned from the Local Governing Committee, if they serve as Headteacher or Staff Governor, and shall cease to serve on the Local Governing Committee automatically on termination of his or her employment.

12. Where a person who serves on the Local Governing Committee resigns his or her office or is removed from office, that person or, where he or she is removed from office, those removing him or her, shall give written notice thereof to the Chair of the Local Governing Committee, copied to the Clerk to the Local Governing Committee.

Appointment of the Chair and Vice-Chair

13. Subject to any direction by the Trust Board, Governors shall each school year (at the first meeting of the year) elect a Chair and Vice-Chair from amongst the Foundation Governors.

14. The Chair and Vice Chair will cease to hold office if they no longer serve as a Governor. The same person cannot hold more than one office.

15. The Clerk to the Local Governing Committee shall act as chair during that part of any meeting at which the Chair and Vice Chair are elected.

16. Any election of the Chair and Vice Chair which is contested shall be held by secret ballot.

Meetings

17. Subject to LGC approval of the minutes of the meeting, the minutes will be kept and signed at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:

    17.1. all appointments of officers made by the Local Governing Committee; and

    17.2. all proceedings at meetings of the Local Governing Committee and of committees/working parties of the Local Governing Committee including the names of all persons present at each such meeting.

18. The Clerk shall ensure that copies of minutes of all meeting of the Local Governing Committee shall be provided to the Central Team as soon as reasonably practicable after those minutes are approved.

19. Subject to this Scheme of Delegation, the Local Governing Committee may regulate its proceedings as Governors think fit, provided at all times that there is openness and transparency in matters relating to the Local Governing Committee. The Local Governing Committee is expected to meet at least once a term but may meet more often if felt appropriate or if requested to meet by the Trust Board.

20. The Trust Board may direct the Local Governing Committee to allow either Directors, any member of the Trust's Executive Team or a Governor from another Local Governing Committee in the Trust to attend meetings of the Local Governing Committee. Such persons may engage in discussion but will not be permitted to vote on any resolution of the Local Governing Committee.

21. Meetings of the Local Governing Committee shall be convened by the clerk to the Local Governing Committee. In exercising their functions under this Scheme of Delegation the clerk shall comply with any direction:

    21.1. given by the Local Governing Committee; or

    21.2. given by the Chair or, in their absence or where there is a vacancy in the office of chair, the Vice-Chair.

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

23. Each Governor shall be given at least seven clear days before the date of a meeting:

    23.1. notice thereof and sent to each Governor at the email address provided by each Governor from time to time; and

    23.2. a copy of the agenda for the meeting.

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

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

26. If three Governors are suggesting that a previous decision made by the LGC is rescinded, they must contact the Central Team for advice on procedural matters.

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

    27.1. the Governors so resolve.

    27.2. the number of Governors present ceases to constitute a quorum for a meeting of the Local Governing Committee in accordance with paragraph 31.

28. Where in accordance with paragraph 31 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.

29. Where the Local Governing Committee resolves in accordance with paragraph 31 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Committee shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and it shall direct the clerk to convene a meeting accordingly.

Quorum

30. The quorum for a meeting of the Local Governing Committee, and any vote on any matter thereat, shall be three. The proceedings of the Local Governing Committee shall not be invalidated by any vacancy on the board or any defect in the election, appointment or nomination of any Governor, providing the defect was not dishonestly made.

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

32. Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Committee shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every Governor shall have one vote.

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

34. A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governing Committee, shall be valid and effective as if it had been passed at a meeting of the Local Governing Committee duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Committee and may include an electronic communication by or on behalf of the member indicating their agreement to the form of resolution providing that the member has previously notified the Local Governing Committee in writing of the email address or addresses which the Governor will use.

35. Minutes of meetings of the Local Governing Committee shall be published redacting any aspect which is confidential, or it would not be appropriate to disclose in light of the Data Protection Act 2018.

36. Any Governor shall be able to participate in meetings of the Local Governing Committee by telephone or video conference provided that the Governor has indicated prior to the meeting a wish to do so and has provided appropriate details to enable this and the meeting has access to suitable equipment.

Notices

37. Any notice to be given to or by any person pursuant to these Terms of Reference and more generally the Scheme of Delegation (including a notice calling a meeting of the Local Governing Committee) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of Delegation, “address” in relation to electronic communications, includes a number or address used for the purposes of such communications.

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

39. A Governor present, either in person or by proxy, at any meeting of the Local Governing Committee shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

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