



PAX CHRISTI CATHOLIC ACADEMY TRUST

**Christ The King Catholic Voluntary Academy, Good Shepherd Primary Catholic Voluntary Academy, Holy Cross Primary Catholic Voluntary Academy, Sacred Heart Primary Catholic Voluntary Academy, St Margaret Clitherow Primary and Nursery Catholic Voluntary Academy
("THE ACADEMIES")**

SCHEME OF DELEGATION

EFFECTIVE DATE: 11th June 2015

1. Introduction

- 1.1 As a charity and company limited by guarantee, Pax Christi Catholic Academy Trust (the "Company") is governed by a Board of Directors (the "Directors") who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company.
- 1.2 The Directors are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. Each Academy is a Catholic school, designated as such, the Directors are also accountable to the Bishop of the Roman Catholic Diocese of Nottingham (the "Bishop") to ensure that the Academy is conducted as a Catholic school in accordance with the Canon Law and teachings of the Roman Catholic Church so that at all times the Academy may serve as a witness to the Catholic faith in Our Lord Jesus Christ.
- 1.3 In order to discharge these responsibilities, the Directors appoint people who are more locally based to serve on a board (each being a "Local Governing Body") which has been established to ensure the good governance of each Academy. The Bishop (on the advice of the Nottingham Roman Catholic Diocesan Education Service (the "NRCDES") also shall appoint people (as Foundation Governors) to form the majority of each Local Governing Body.
- 1.4 The Directors shall delegate various delegated functions to each Local Governing Body pursuant to clause 4 of this Scheme but the function of each Local Governing Body (in relation only to their relevant Academy) shall be to:



- 1.4.1 have a monitoring role in connection with the Academy;
 - 1.4.2 consider budget monitoring information and make recommendations to the Head Teacher of the Academy (each a “Head Teacher”) in relation to annual budget proposals and any potential overspend;
 - 1.4.3 govern admissions and appoint a committee to apply admissions criteria in accordance with NRCDES Guidance, the Admissions Code and with due regard to any locally agreed fair access protocols, and to appoint the chair of the Local Governing Body and the Head Teacher as proposers in any admissions appeals;
 - 1.4.4 govern exclusions in accordance with appropriate regulations;
 - 1.4.5 support the Head Teacher in recruitment and selection, grievance, disciplinary and processes in relation to staff, where appropriate;
 - 1.4.6 monitor and be accountable for standards and report annually to the Directors (or more frequently, if requested); and
 - 1.4.7 where appropriate, set their own policy and procedures
- 1.5 This Scheme of Delegation has been put in place by the Directors from the Effective Date in accordance with the provisions of the Company’s Articles of Association (the “Articles”) and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.
2. Directors’ powers and responsibilities
- 2.1 The Directors have overall responsibility and ultimate decision making authority for all the work of the Company and shall, without affecting a Local Governing Body’s ability to set its own policies and procedures (where appropriate) retain overall responsibility for the planning of strategy and setting the Company’s policy. The Directors have the power to direct change where required.
 - 2.2 The Directors have a duty to act in the fulfilment of the Company’s objects. The Directors also have a duty to the Bishop to uphold the objects of the Company and to have regard to any advice of the Bishop and to follow any directives issued by



him, together with any guidance issued by the NRCDES.

- 2.3 Directors will have regard to the interests of all the Academies for which the Company is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.
- 2.4 Article 100 provides for the appointment by the Directors of committees to whom the Directors may delegate certain of the functions of the Directors. In further recognition of the Directors' power to delegate under Articles 105 and 106, responsibility for the running of the Academy from the Effective Date will be delegated to the committee established by this Scheme of Delegation and each of which shall be known as the Local Governing Body of the Academies.
- 2.5 The constitution, membership and proceedings of each Local Governing Body is determined by the Directors (subject to the Bishop's right to appoint Foundation Governors in accordance with clause 3.1.2.5 below) and this Scheme of Delegation expresses such matters and also acknowledges the authority delegated to each Local Governing Body in order to enable the Local Governing Bodies to run the Academy and fulfil the Academy's mission. It is further acknowledged that the extent of such delegation to each Local Governing Body is determined by the Directors and any such delegation (including the terms of this Scheme of Delegation) may be amended or withdrawn by the Directors, subject to receiving the prior written approval of NRCDES.

3. Constitution of the Local Governing Bodies

3.1 Members of Local Governing Bodies

3.1.1 The number of people who shall sit on each Local Governing Body shall be not less than five but, unless otherwise determined by the Directors (following consultation with NRCDES and having due regard to any recommendation by NRCDES), shall be subject to such maximum number determined by the Directors from time to time.

3.1.2 Each Local Governing Body shall have the following members:

3.1.2.1 no less than one staff member, appointed under clause 3.2.2;



- 3.1.2.2 no less than two parent members elected or appointed under clause 3.2.4;
 - 3.1.2.3 [no less than one community member elected or appointed under clause 3.2.10;]¹
 - 3.1.2.4 the Head Teacher;
 - 3.1.2.5 [x] members appointed under clause 3.2.11 (the “Foundation Governors”) or such greater number so that at all times the number of foundation members shall exceed the number of other members serving on each Local Governing Body (including the Directors) by at least 2;
- 3.1.3 The Directors (all or any of them) shall also be entitled to serve on the Local Governing Bodies and attend any meetings of the relevant Local Governing Body. Any Director attending a meeting of a Local Governing Body shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the Local Governing Body.
- 3.1.4 All persons appointed or elected to a Local Governing Body shall give a written undertaking to the Directors and the Bishop to uphold the objects of the Company and at all times maintain the Academy in keeping with its Catholic ethos.
- 3.2 Appointment of members of Local Governing Bodies
- 3.2.1 Each Local Governing Body may appoint persons who are employed at the Academy to serve on the Local Governing Body through such process as they may determine, provided that the total number of such persons (including the Head Teacher) does not exceed one third of the total number of persons on the relevant Local Governing Body. The positions

¹ This provision is optional. Schools can choose to have or not to have a community governor



held by those employed at the Academy (e.g. teaching and non teaching) may be taken into account when considering appointments.

- 3.2.2 Unless the Directors agree otherwise, in appointing persons to serve on each Local Governing Body who are employed at the Academy each Local Governing Body shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Head Teacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Local Governing Body.
- 3.2.3 The Head Teacher shall be treated for all purposes as being an ex officio member of the Local Governing Body.
- 3.2.4 Subject to clause 3.2.8, the parent members of each Local Governing Body shall be elected by parents of registered pupils at the Academy and he or she must be a parent of a pupil at the Academy at the time when he or she is elected.
- 3.2.5 Subject to requesting guidance from NRCDES and acting in accordance with any guidance so issued, each Local Governing Body shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent members of the Local Governing Body, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of persons who are to be the parent members of Local Governing Bodies which is contested shall be held by secret ballot.
- 3.2.6 The arrangements made for the election of the parent members of Local Governing Bodies shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy.
- 3.2.7 Where a vacancy for a parent member of a Local Governing Body is required to be filled by election, the relevant Local Governing Body shall



take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

- 3.2.8 The number of parent members of each Local Governing Body required shall be made up by persons appointed by the relevant Local Governing Body if the number of parents standing for election is less than the number of vacancies.
- 3.2.9 In appointing a person to be a parent member of a Local Governing Body pursuant to clause 3.2.8, the relevant Local Governing Body shall appoint a person who is the parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.
- 3.2.10 [Each Local Governing Body (after consulting the Directors) may appoint persons to be a Community Governor provided that the person who is appointed as a Community Governor is:
- (a) a person who lives or works in the community served by the Academy; or
 - (b) a person who, in the opinion of the relevant Local Governing Body, is committed to the government and success of the respective Academy.]²
- 3.2.11 Subject to all relevant checks being made in connection with such appointees, the Foundation Governors shall be appointed by the Bishop (on the advice of the NRCDES) from persons recommended by the following:-

² To be inserted where there are community governors on the local governing body



3.2.11.2 where the Academy is a secondary school, the area Dean (or if there is no area dean such person appointed by the Bishop), who shall consult with the Head Teacher; and

3.2.11.3 where the Academy is a primary school, the local parish priest who shall consult with the Head Teacher

PROVIDED THAT a priest for the time being of a parish in which the respective Academy Trust is situated or which it serves (or his designate) for the time being of the parish in which the Academy Trust is located (or his alternate appointed by the Diocese in the event of but only for the duration of any interregnum) (the “Parish Priest”) may be a Foundation Governor.

3.2A Each Local Governing Body shall inform the NRCDES and the Directors of the make up of their respective Local Governing Body (including the names of each governor, categories of governors and term of office and the name of the chair) within one month of the conversion of the relevant Academy to academy status and at any other time (which shall be at least once per annum) upon request being made by the NRCDES or the Directors. Each Local Governing Body shall also report to the NRCDES and the Directors all subsequent appointments to, and retirements from, the Local Governing Body within one month of such appointment or retirement.

3.3 Term of office

3.3.1 The term of office for any person serving on a Local Governing Body shall be 4 years, save that this time limit shall not apply to the Head Teacher nor the Parish Priest. Subject to remaining eligible to be a particular type of member on the relevant Local Governing Body, any person may be re-appointed or re-elected to the Local Governing Body save that a Governor (save for the Head Teacher and any Parish Priest appointed as a Governor) may only serve a maximum of three consecutive four year terms.



3.4 Resignation and removal

3.4.1 A person serving on a Local Governing Body shall cease to hold office if he resigns his office by notice to the relevant Local Governing Body (but only if at least three persons will remain in office when the notice of resignation is to take effect).

3.4.2 A person serving on a Local Governing Body shall cease to hold office if he is removed by the person or persons who appointed him. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on a Local Governing Body by a person or persons who appointed him, any failure to uphold the values of the Company and/or the Academy or to act in a way which is appropriate in light of this Scheme of Delegation will be taken into account. A person (except a Foundation Governor) may also be removed by the Directors but only after the Directors have given due regard to any representations by the relevant Local Governing Body. This clause does not apply in respect of a person who is serving as an elected staff or parent member on each Local Governing Body.

3.4.3 If any person who serves on a Local Governing Body in his capacity as an employee at the Academy ceases to work at the Academy then he shall be deemed to have resigned and shall cease to serve on such Local Governing Body automatically on termination of his work at the Academy.

3.4.4 Where a persons who serves on a Local Governing Body resigns his office or is removed from office, that person or, where he is removed from office, those removing him, shall give written notice thereof to such Local Governing Body who shall inform the Directors and the NRCDES on behalf of the Bishop

3.5 Disqualification of members of the Local Governing Bodies

3.5.1 No person shall be qualified to serve on a Local Governing Body unless he is aged 18 or over at the date of his election or appointment. No current pupil of the Academy shall be entitled to serve on a Local Governing Body.



- 3.5.2 A person serving on a Local Governing Body shall cease to hold office if he becomes incapable by reason of mental disorder, illness or injury of managing or administering his own affairs.
- 3.5.3 A person serving on a Local Governing Body shall cease to hold office if he is absent without the permission of the Chair of such Local Governing Body from all the meetings of such Local Governing Body held within a period of six months and the Local Governing Body resolves that his office be vacated.
- 3.5.4 A person shall be disqualified from serving on a Local Governing Body if:
- 3.5.4.1 his estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or
- 3.5.4.2 he is the subject of a bankruptcy restrictions order or an interim order.
- 3.5.5 A person shall be disqualified from serving on a Local Governing Body at any time when he is subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- 3.5.6 A person serving on a Local Governing Body shall cease to hold office if he would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).
- 3.5.7 A person shall be disqualified from serving on a Local Governing Body if he has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he was responsible or to which he was privy, or which he by his conduct contributed to or facilitated.



- 3.5.8 A person shall be disqualified from serving on a Local Governing Body at any time when he is:
- 3.5.8.1 included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
 - 3.5.8.2 disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or
 - 3.5.8.3 barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- 3.5.9 A person shall be disqualified from serving on a Local Governing Body if he is a person in respect of whom a direction has been made under section 142 of the Education Act 2002 or is subject to any prohibition or restriction which takes effect as if contained in such a direction.
- 3.5.10 A person shall be disqualified from serving on a Local Governing Body where he has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993.
- 3.5.11 After the Academy has opened, a person shall be disqualified from serving on a Local Governing Body if he has not provided to the chairman of such Local Governing Body a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the chairman or the Head Teacher confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.



3.5.12 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on a Local Governing Body; and he was, or was proposed, to so serve, he shall upon becoming so disqualified give written notice of that fact to the Local Governing Body who shall inform the Directors and the NRCDES on behalf of the Bishop.

3.5.13 This clause 3.5 and paragraph 2 of the Appendix shall also apply to any member of any committee of a Local Governing Body who is not a member of the Local Governing Body.

4. Delegated powers

4.1 General Provisions

4.1.1 Subject to the provisions of:-

- (a) this Scheme of Delegation, in particular but not limited to the Appendices to it;
- (b) the Companies Act 2006;
- (c) the Articles;
- (d) any directions given by the members of the Company following a special resolution;
- (e) any directives issued by the Bishop; or
- (f) any guidance issued by the NRCDES

the management of the business of the Academy shall be delegated by the Directors to each Local Governing Body who may exercise the powers of the Company set out in articles 5(b), (d), (f), (h), (i), (j), (k), (p) and (r) of the Articles of Association (the “Delegated Functions”) in so far as they relate to the Academy, in accordance with the terms of this Scheme of Delegation PROVIDED THAT they are not Reserved Matters. No alteration of the Articles and no such direction shall invalidate any prior act of a Local Governing Body which would have been valid if that alteration had not been made or that direction had not been given.



- 4.1.2 In general terms, the responsibility of the Directors in so far as the business of the Academy is concerned is to determine the policy and procedures of the Academy and to consider and respond to strategic issues but the following matters (“Reserved Matters”) shall not be Delegated Functions³:-
- 4.1.2.1 the powers set out in Articles 5 (a), (c), (e),(g), (l), (m), (n), (o), and (q) of the Articles of Association;
 - 4.1.2.2 ensuring compliance with the Company’s duties under Company Law and Charity Law and agreements made with the Department for Education, (including the Master Funding Agreement and the Supplemental Funding Agreement);
 - 4.1.2.3 the determination of the educational character, religious ethos and mission of the Academy and the Company;
 - 4.1.2.4 ensuring the solvency of the Company, safeguarding its assets and delivering its charitable outcomes;
 - 4.1.2.5 ensuring the continued charitable status of the Company;
 - 4.1.2.6 the determination of the establishment, constitution, membership, proceedings and delegated powers and functions of any local governing body and committee and their annual review and revision;
 - 4.1.2.7 the approval of the Company and the Academy’s policies which, for the avoidance of doubt shall not restrict each Local Governing Body’s ability to set its own policy and procedures, where appropriate;

³ Please note that it is for the Directors, in consultation with the Academies to set reasonable levels for the thresholds detailed below.



- 4.1.2.8 to receive such reports as requested by the Directors from time to time (including but not limited to reports on employment, admissions and appeals, standards and finance) from each Local Governing Body and making recommendations to each Local Governing Body;
- 4.1.2.9 selling or otherwise disposing of any asset which is of a value in excess of [10%] of the total net book value of all assets belonging to the Academy;
- 4.1.2.10 creating or allowing to come into being any third party interest (other than a lien on assets arising in the ordinary course of trading or a charge operating as a result of a title retention clause);
- 4.1.2.11 giving any guarantee or indemnity other than in the ordinary course of business, the value of which exceeds [£1,000];
- 4.1.2.12 entering into a contract or arrangement which:-
- 4.1.2.12.1 is of a value of in excess of [10%] of the General Annual Grant (“GAG”) for the Academy per year or which the termination provisions require more than six months’ notice; or
- 4.1.2.12.2 relates to one or more of the following items:-
- Human Resources;
 - Legal Advice;
- 4.1.2.13 acquiring assets having a market value in excess of [5%] of the GAG for the Academy;
- 4.1.2.14 entering into, varying or terminating any lease, licence, tenancy or other similar arrangement;
- 4.1.2.15 any lending;



- 4.1.2.16 commencing or settling any litigation or arbitration proceedings;
 - 4.1.2.17 entering into any other arrangement in the nature of borrowing (including debts factoring, invoice discounting, hire purchase, equipment leasing, conditional or credit sales or any off-balance sheet borrowings) if the value of the amount borrowed exceeds [5%] of the GAG for that Academy;
 - 4.1.2.18 terminating or varying the terms of any contract which has a value in excess of [10%] of the GAG for that Academy;
 - 4.1.2.19 engaging any employee or consultant whose annual emoluments per annum exceeds the total annual emoluments of the Head Teacher of that Academy per annum;
 - 4.1.2.20 varying the terms and conditions of that engagement so that the terms and conditions of that engagement are no longer comparable to the equivalent engagement in one or more of the academies within the Company;
 - 4.1.2.21 establishing or amending any pension scheme or granting any pension rights to any director, officer, employee, former director, officer or employee, or any member of any such person's family; and
 - 4.1.2.22 any other matters outlined in the Appendices to this Scheme of Delegation as being powers reserved to the Directors.
- 4.1.3 Except as provided for in this Scheme of Delegation, in addition to all powers hereby expressly conferred upon each Local Governing Body and without detracting from the generality of the powers delegated, each Local Governing Body shall have the following powers, namely:
- 4.1.3.1 managing the employment of all staff employed solely at the Academy (subject to 4.4.1);



- 4.1.3.2 liaising with the other Local Governing Bodies to co-ordinate the employment of staff between Academies within the Company;
 - 4.1.3.3 adopting the employment policies recommended by the Catholic Education Service (CES) from time to time;
 - 4.1.3.4 managing all disciplinary matters in relation to the staff in accordance with all relevant policies; and
 - 4.1.3.5 subject to clause 4.1.2.12, to enter into contracts on behalf of the Company in so far as they relate to the Academy.
- 4.1.4 In the exercise of its powers and functions, each Local Governing Body shall:
- 4.1.4.1 consider any advice given by the Head Teacher and any other executive officer;
 - 4.1.4.2 have due regard to any guidelines and policies issued by the Directors, the Bishop and the NRCDES.
- 4.1.5 Any bank account in which any money of the Company in so far as it relates to the Academy is deposited shall be operated by each Local Governing Body in the name of the Company. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by each Local Governing Body.
- 4.1.6 Before entering into any contract relating to any of the items named at clause 4.1.2.12.2, the Directors shall consult with the LGB of the Academies. Any contract entered into by the Directors in relation to any of the items named at clause 4.1.2.12.2 shall be procured in relation to, and apply equally to, all the Academies supported by the Company.
- 4.2 Finance
- 4.2.1 In acknowledgement of the receipt by the Directors of funds in relation to the Academy; provided by the Secretary of State, donated to the Company and generated from the activities of the Company, the



Directors delegate to each Local Governing Body the responsibility to manage and expend all monies received on account of the Academy for the purposes of the Academy less an amount to be determined each year by the Directors up to a maximum of a sum representing 5% of the Company's General Annual Grant ("GAG").

- 4.2.2 Whilst each Local Governing Body shall have the power to enter into contracts on behalf of the Company in so far as they relate to the Academy pursuant to clause 4.1.2, each Local Governing Body shall first obtain the written consent of the Directors to any contracts or expenditure for any single matter above 5% of the GAG allocated to each Academy (the "Allocated GAG"). The accounts of the Company shall be the responsibility of the Directors but each Local Governing Body shall provide such information about the finances of the Academy as often and in such format as the Directors shall reasonably require. Without prejudice to the above, each Local Governing Body shall provide annual management accounts to the Directors. Each Local Governing Body shall inform the Chair of Directors immediately of any materially adverse financial issues affecting the Academy and provide a full report of such issue to the next meeting of the Directors.
- 4.2.3 Each Local Governing Body shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook are observed at all times as well as any requirements and recommendations of the Directors, NRCDES and the Secretary of State
- 4.2.4 Each Local Governing Body shall inform the Directors of any need for significant unplanned expenditure and will discuss with the Directors (and others as the Directors shall require) options for identifying available funding.
- 4.2.5 Each Local Governing Body shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy.



4.2.6 Both the Directors and each Local Governing Body acknowledge that the NRCDES and the Nottingham Roman Catholic Diocesan Trust (the “Trustees”) have no financial responsibility for the Company or the Academy in any situation.

4.3 Premises

4.3.1 Subject to and without prejudice to clauses 4.3.2, the maintenance of the buildings and facilities used in respect of the Academy is the responsibility of each Local Governing Body, 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 Directors (and/or any others) as owners of such buildings and facilities.

4.3.2 Each Local Governing Body shall in conjunction with the Directors develop a 5 year estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet each Local Governing Body’s responsibility to ensure the buildings and facilities are maintained to a good standard.

4.3.3 No substantial building works, including but not limited to structural alterations to any buildings or constructions on the Academy site will be undertaken by either the LGB or the Directors without the prior consent of the Trustees (such consent to be sought via the NRCDES Schools’ Building Officer).

4.3.4 Insuring the land and buildings used by the Academy will be the responsibility of each Local Governing Body who shall use such insurers recommended or appointed by the Trustees and (to the extent that such costs can be recovered from the Secretary of State for Education) shall recover the cost from the Secretary of State for Education.

4.4 Resources

4.4.1 Head Teacher and Senior Staff



- 4.4.1.1 In the case of an appointment of the Head Teacher for one school, the Local Governing Body shall appoint the Head Teacher but shall allow a Director (not being a representative or appointee of the Academy making such appointment) to be a member with full voting rights on the committee making such appointment. The NRCDES shall also have an advisory role in connection with such appointment. The Directors and each Local Governing Body may delegate such powers and functions as they consider are required by the Head Teacher for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Directors and each Local Governing Body and for the direction of the teaching and curriculum at the Academy).
- 4.4.1.2 Where an Executive Head teacher is being appointed across more than one Academy, the Directors shall determine the composition of the appointment panel, ensuring that there is representation from each LGB that the appointment relates to.
- 4.4.1.2 The NRCDES shall have an advisory role in connection with the appointment of any posts reserved for practising Catholics.
- 4.4.1.3 The Directors and each Local Governing Body shall ensure that each Head Teacher, Deputy Head Teacher, Head or RE, RE Subject Teacher and School Chaplain is a practising Catholic in full communion with the Catholic Church.
- 4.4.1.4 The Directors, each Local Governing Body and the Head Teacher shall ensure that the Academy has due regard to the importance of appointing practising Catholics in all recruitment decisions by considering stating this as an essential criteria when advertising posts.
- 4.4.2 Other Staff
- 4.4.2.1 Each Local Governing Body shall be responsible for the appointment and management of all other staff to be employed



solely at the Academy provided that each Local Governing Body shall:

4.4.2.1.1 comply with all policies dealing with staff issued by the Directors from time to time;

4.4.2.1.2 take account of any pay terms set by the Directors in line with any memorandum of understanding entered into with the NRCDES;

4.4.2.1.3 to adopt the CES policies in force including, but not limited to, policies on the employment, grievance, capability and discipline of staff

4.4.2.1.4 adopt any standard contracts or terms and conditions for the employment of staff issued by the Directors (who shall adopt such contracts designated by the CES);

4.4.2.1.5 manage any claims and disputes with staff members having regard to any advice and recommendations given by the Directors and the NRCDES in relation to reserved posts.

4.4.2.2 Each Local Governing Body shall carry out the performance management the Head Teacher with regard to any guidance of the Directors and shall put in place procedures for the proper professional and personal development of staff.

4.4.2.3 The performance management of all staff other than the Head Teacher shall be delegated to the Head Teacher.

4.5 Curriculum and Standards

4.5.1 Each Local Governing Body shall be responsible for the setting and review of the curriculum but shall have regard to any views of the Directors in recognition of the Directors' obligation to the Secretary of State to provide a broad and balanced curriculum.



- 4.5.2 Each Local Governing Body shall be responsible for the standards achieved by its Academy and the pupils attending such Academy but shall follow such advice and recommendations of the Directors as they might issue from time to time.
- 4.5.3 Each Local Governing Body shall submit reports to the Directors in relation to standards in such frequencies to be determined by the Directors, but at least on an annual basis.
- 4.5.4 Religious Education shall be in accordance with:-
 - 4.5.4.1 the teachings, doctrines, discipline and norms of the Catholic Church, both as a core subject and integrated into other subject areas; and
 - 4.5.4.2 any guidance issued by the Bishop and/or NRCDES.
- 4.5.5 Religious Education shall constitute 10% of the weekly timetable of the Academy and shall be taught in accordance with the tenets and norms of the Catholic Church.
- 4.5.6 The Academy's daily act of religious worship shall be in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church.
- 4.5.7 Sex and Relationships Education shall be taught:
 - 4.5.7.1 in accordance with the social and moral teachings of the Catholic Church;
 - 4.5.7.2 having all due regard to any policies and/or guidance issued by the Bishop and the NRCDES; and
 - 4.5.7.3 in consultation with the parents of the pupils at the Academy.
- 4.6 Admissions and Appeals
 - 4.6.1 Each Local Governing Body shall be responsible for the setting and review from time to time of the Academy's admissions policy which shall be in



accordance with guidance set out by the NRCDES and shall comply with the Admissions Code provided that no change will be made to the admissions criteria without (a) the written consent of the Directors and the NRCDES (b) the Local Governing Body fulfilling any statutory requirement in relation to consultation.

4.6.2 Each Local Governing Body shall also nominate the chair of the Local Governing Body and the Head Teacher (or if such persons are not available such other person approved by the Directors) to present the Academy's statement to any relevant admission appeals body and shall seek the advice of the Catholic Schools Appeals Service in connection with such appeals.

4.6.3 Any decision to expand the Academy shall be that of the Local Governing Body (with the written consent of the NRCDES and the Directors). The Local Governing Body shall not take any decision without appropriately consulting with local Catholic schools.

4.7 Extended Schools and Business Activities

4.7.1 Whilst the undertaking of any activities which would be described as part of an Academy's "extended schools agenda" or any activities designed to generate business income, would be the responsibility of each Local Governing Body, this shall only be undertaken in a manner consistent with any policy set by the Directors and having regard to the viability of such activities, the impact on such Academy's activities and any financial implications, such as the threat of taxation in light of the Company's charitable objects and any threat to funding provided by the Secretary of State.

4.8 Regulatory Matters

4.8.1 The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but each Local Governing Body shall do all such things as the Directors may specify as being necessary to ensure that the Company is meeting its legal obligations.

5. Operational matters



- 5.1 Each Local Governing Body shall comply with the obligations set out in the Appendix which deals with the day to day operation of the Local Governing Body.
- 5.2 Each Local Governing Body will adopt and will comply with all policies of the Directors and directives of the Bishop and will have due regard for any guidance or recommendations issued by the NRCDES communicated to such Local Governing Body from time to time.
- 5.3 Both the Directors and all members of each Local Governing Body have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in the best interests of the Company and the Academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 5.4 Each Local Governing Body will review its policies and practices on a regular basis, having regard to recommendations made by the Directors, the NRCDES or any directives of the Bishop from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.
- 5.5 Each Local Governing Body shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Directors may require from time to time.
- 5.6 Each Local Governing Body shall submit to any inspections by the Directors and any inspections pursuant to section 48 of the Education Act 2005 and any additional canonical inspections and visitations of the Bishop and any person appointed by him for the purpose of ensuring that the Academy is being conducted in accordance with Canon Law and is following the practices and teachings of the Catholic Church and in order to allow the Bishop to assess how well an Academy is being managed in light of the additional responsibilities and expectations of schools which are academies.
- 5.7 Each Local Governing Body shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any



power or responsibility conferred on such Local Governing Body under this Scheme of Delegation in such circumstances.

6. Annual review

- 6.1 This Scheme of Delegation shall operate from the Effective Date in respect of the named Academies. Where applicable, it will be based on the framework Scheme of Delegation that will have been put in place on the incorporation of the Company.
- 6.2 The Directors will have the absolute discretion to review this Scheme of Delegation (together with the provisions of the attached Terms of Reference) at least on an annual basis and to alter any provisions of it with the prior written consent of the board of directors of NRCDES.
- 6.3 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Directors will have regard to and give due consideration of any views of each Local Governing Body.



APPENDIX 1

FUNCTIONING OF THE LOCAL GOVERNING BODIES

1. CHAIRMAN AND VICE-CHAIRMAN OF THE Local Governing Bodies

- 1.1 The members of each Local Governing Body shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman from amongst the Foundation Governors to serve until a successor is appointed or a vacancy occurs as envisaged in paragraph 1.3. Neither a person who is employed by the Company (whether or not at the Academy) nor a person who is at the time of election already a Director of the Company (except where such person is a Director by virtue of being the incumbent chairman) shall be eligible for election as chairman or vice-chairman, noting for the avoidance of doubt that once elected the chairman will be eligible to serve as a Director of the Company pursuant to the provisions of Articles 51 and 52 of the Articles of Association.
- 1.2 Subject to paragraph 1.4, the chairman or vice-chairman shall hold office as such until his successor has been elected in accordance with this clause 1.
- 1.3 The chairman or vice-chairman may at any time resign his office by giving notice in writing to each Local Governing Body. The chairman or vice-chairman shall cease to hold office if:
 - 1.3.1 he ceases to serve on the Local Governing Body;
 - 1.3.2 he is employed by the Company whether or not at the Academy;
 - 1.3.3 he is removed from office in accordance with this Scheme of Delegation; or
 - 1.3.4 in the case of the vice-chairman, he is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of chairman.
- 1.4 Where by reason of any of the matters referred to in paragraph 1.3, a vacancy arises in the office of chairman or vice-chairman, the members of each Local Governing Body shall at its next meeting elect one of their number to fill that vacancy.
- 1.5 Where the chairman is absent from any meeting or there is at the time a vacancy in the office of the chairman, the vice-chairman shall act as the chair for the purposes of the meeting.



- 1.6 Where in the circumstances referred to in paragraph 1.5 the vice-chairman is also absent from the meeting or there is at the time a vacancy in the office of vice-chairman, the members of each Local Governing Body shall elect one of their number to act as a chairman for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Company (whether or not at the Academy) nor a Director.
- 1.7 A Director shall act as chairman during that part of any meeting at which the chairman is elected.
- 1.8 Any election of the chairman or vice-chairman which is contested shall be held by secret ballot.
- 1.9 The chairman or vice-chairman may only be removed from office (as Chairman or Vice-Chairman) by the Directors at any time or by the relevant Local Governing Body in accordance with this Scheme of Delegation. For the avoidance of doubt, the removal of a member as chairman or vice chairman shall not have any effect of removing the relevant individual as a member of the Local Governing Body.
- 1.10 A resolution to remove the chairman or vice-chairman from office which is passed at a meeting of the relevant Local Governing Body shall not have effect unless:
- 1.10.1 it is confirmed by a resolution passed at a second meeting of the relevant Local Governing Body held not less than fourteen days after the first meeting; and
- 1.10.2 the matter of the chairman's or vice-chairman's removal from office is specified as an item of business on the agenda for each of those meetings.
- 1.11 Before a resolution is passed by a Local Governing Body at the relevant meeting as to whether to confirm the previous resolution to remove the chairman or vice-chairman from office, the person or persons proposing his removal shall at that meeting state their reasons for doing so and the chairman or vice-chairman shall be given an opportunity to make a written statement in response.

2. CONFLICTS OF INTEREST

- 2.1 Any member of a Local Governing Body who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a member of such Local



Governing Body shall disclose that fact to the Local Governing Body as soon as he becomes aware of it. A person must absent himself from any discussions of the Local Governing Body in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).

- 2.2 For the purpose of paragraph 2.1, a person has a Personal Financial Interest if he is in the employment of the Company or is in receipt of remuneration or the provision of any other benefit directly from the Company or in some other way is linked to the Company or the Academy.
- 2.3 In any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.
- 2.4 Any disagreement between the members of a Local Governing Body and the Head Teacher or any subcommittee of a Local Governing Body shall be referred to the Directors for their determination.

3. THE MINUTES

- 3.1 The minutes of the proceedings of a meeting of each Local Governing Body shall be drawn up and entered into a book kept for the purpose by the persons authorised to keep the minutes of each Local Governing Body; and shall be signed (subject to the approval of the members of the relevant Local Governing Body) at the same or next subsequent meeting by the person acting as chairman thereof. The minutes shall include a record of:
 - 3.1.1 all appointments of officers made by the Local Governing Body; and
 - 3.1.2 all proceedings at meetings of the Local Governing Body and of committees of the Local Governing Body including the names of all persons present at each such meeting.
- 3.2 Each chairman shall ensure that copies of minutes of all meetings of the Local Governing Body (and such of the subcommittees as the Directors shall from time to time notify) shall be kept at the relevant Academy and made available to the Directors upon request.

4. COMMITTEES



- 4.1 Subject to this Scheme of Delegation, the Local Governing Body may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be determined by each Local Governing Body but having regard to any views of the Directors. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed at least once in every twelve months. The membership of any subcommittee may include persons who do not also serve on each Local Governing Body, provided that a majority of the members of any such subcommittee shall be members of the Local Governing Body or Directors. Each Local Governing Body may determine that some or all of the members of a subcommittee who are not Directors or who do not serve on the Local Governing Body shall be entitled to vote in any proceedings of the subcommittee. No vote on any matter shall be taken at a meeting of a subcommittee unless the majority of members of the subcommittee present either are Directors or who serve on the Local Governing Body.

5. DELEGATION

- 5.1 Provided such power or function has been delegated to the Local Governing Bodies, each Local Governing Body may further delegate to any person serving on the Local Governing Body, committee, the Head Teacher or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Directors or the relevant Local Governing Body may impose and may be revoked or altered.
- 5.2 Where any power or function of the Directors or a Local Governing Body is exercised by any subcommittee, any Director or member of the Local Governing Body, the Head Teacher or any other holder of an executive office, that person or subcommittee shall report to the Local Governing Body in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Body immediately following the taking of the action or the making of the decision.

6. MEETINGS OF THE LOCAL GOVERNING BODIES

- 6.1 Subject to this Scheme of Delegation, each Local Governing Body may regulate its proceedings as the members of such Local Governing Body think fit.
- 6.2 Each Local Governing Body shall meet at least three times in every school year.



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

- 6.2.1 given by the Directors or the Local Governing Body; or
 - 6.2.2 given by the chairman of the Local Governing Body or, in his absence or where there is a vacancy in the office of chairman, the vice-chairman of the Local Governing Body, so far as such direction is not inconsistent with any direction given as mentioned in 6.2.1 above.
- 6.3 Any three members of a Local Governing Body may, by notice in writing given to the clerk, requisition a meeting of the Local Governing Body; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.
- 6.4 The Clerk (as defined below) shall provide to each member of the Local Governing Body at least seven clear days before the date of a meeting:
- 6.4.1 notice in writing thereof, signed by the clerk, and sent to each member of the Local Governing Body at the address provided by each member from time to time;
 - 6.4.2 all reports or other papers to be considered at the meeting; and
 - 6.4.3 a copy of the agenda for the meeting;
- provided that where the chairman or, in his absence or where there is a vacancy in the office of chairman, the vice-chairman, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.
- 6.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.
- 6.6 A resolution to rescind or vary a resolution carried at a previous meeting of a Local Governing Body shall not be proposed at a meeting of a Local Governing Body unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.



- 6.7 A meeting of a Local Governing Body shall be terminated forthwith if:
- 6.7.1 the members of the Local Governing Body so resolve; or
 - 6.7.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Body in accordance with paragraph 6.10, subject to paragraph 6.12.
- 6.8 Where in accordance with paragraph 6.7 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.
- 6.9 Where the Local Governing Body resolves in accordance with paragraph 6.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Body 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 they shall direct the clerk to convene a meeting accordingly.
- 6.10 Subject to paragraph 6.12, the quorum for a meeting of a Local Governing Body, and any vote on any matter thereat, shall be any three of the members of the Local Governing Body, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the Local Governing Body at the date of the meeting.
- 6.11 A Local Governing Body 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.
- 6.12 The quorum for the purposes of:
- 6.12.1 appointing a parent member;
 - 6.12.2 any vote on the removal of a person in accordance with this Scheme of Delegation;
 - 6.12.3 any vote on the removal of the chairman of a Local Governing Body;



shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.

- 6.13 Subject to this Scheme of Delegation, every question to be decided at a meeting of a Local Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the relevant Local Governing Body shall have one vote.
- 6.14 Subject to paragraphs 6.10 - 6.12, where there is an equal division of votes, the chairman of the meeting shall have a casting vote in addition to any other vote he may have.
- 6.15 The proceedings of a Local Governing Body shall not be invalidated by
- 6.15.1 any vacancy on the board; or
 - 6.15.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Body (other than the obligation for the chair and the vice chair to be appointed by the Foundation Governors).
- 6.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of a Local Governing Body or of a subcommittee of a Local Governing Body, shall be valid and effective as if it had been passed at a meeting of the Local Governing Body or (as the case may be) a subcommittee of the Local Governing Body 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 Body and may include an electronic communication by or on behalf of the Local Governing Body indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governing Body in writing of the email address or addresses which the member will use.
- 6.17 Subject to paragraph 6.18, each Local Governing Body shall ensure that a copy of:
- 6.17.1 the agenda for every meeting of the Local Governing Body;
 - 6.17.2 the draft minutes of every such meeting, if they have been approved by the person acting as chairman of that meeting;
 - 6.17.3 the signed minutes of every such meeting; and



6.17.4 any report, document or other paper considered at any such meeting, are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them.

6.18 There may be excluded from any item required to be made available in pursuance of paragraph 6.17, any material relating to:

6.18.1 a named teacher or other person employed, or proposed to be employed, at the Academy;

6.18.2 a named pupil at, or candidate for admission to, the Academy; and

6.18.3 any matter which, by reason of its nature, the Local Governing Body is satisfied should remain confidential.

6.19 Any member of a Local Governing Body shall be able to participate in meetings of the Local Governing Body by telephone or video conference provided that:

6.19.1 he has given notice of his intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he shall be taking part at the time of the meeting at least 48 hours before the meeting; and

6.19.2 the Local Governing Body has access to the appropriate equipment if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

7. Clerk

7.1 Each Local Governing Body must appoint a clerk (the “Clerk”) (who must not be the Head Teacher) and may remove the Clerk from office at any time.

7.2 In the absence of the Clerk from a Local Governing Body meeting, a Local Governing Body may appoint any one of the Governors to act as Clerk for the purposes of that meeting.

7.3 The Clerk must:

7.3.1 convene meetings of the Local Governing Body;



7.3.2 attend meetings of the Local Governing Body and ensure that minutes of the proceedings are drawn up; and

7.3.3 perform any other functions determined by the Local Governing Body.

8. NOTICES

8.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Body) 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 these Articles, “Address” in relation to electronic communications, includes a number or address used for the purposes of such communications.

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

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

8.4 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.

9. INDEMNITY



- 9.1 Subject to the provisions of the Companies Act 2006 every member of a Local Governing Body or other officer or auditor of the Company acting in relation to the Academy shall be indemnified out of the assets of the Company against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.



APPENDIX 2

LEVELS OF DELEGATION

It should be remembered that although decisions may be delegated, the LGB together with the Company as a whole remains responsible for any decision made under delegation.

KEY

Level 1 Directors

⋮

Level 2 LGB

⋮

Level 3 Subcommittee and/or individual member of the LGB

⋮

Level 4 Headteacher or Head of School (as applicable)

⋮



Function	No	Tasks	Decision Level			
			1	2	3	4
Central Services	1.	To determine the scope of mandatory core services to be delivered by the Company on behalf of its Academies	X			
	2.	To identify those additional services to be procured on behalf of individual academies		X		
	3.	To ensure centrally procured services provide value for money	X			
Budgets	4.	To determine to proportion of the overall Academy budget to be delegated to individual Academies	X			
	5.	To develop and propose the individual Academy budget		X		
	6.	To approve the first formal budget plan each financial year	X			
	7.	To monitor monthly expenditure		X		
	8.	To approve any change between budget headings and/or likely budget overspends		X		
	9.	To establish financial decision levels and limits	X			
	10.	To establish a charging and remissions policy		X		

Function	No	Tasks	Decision Level			
			1	2	3	4
	11.	To appoint the Responsible Officer	X			
	12.	Miscellaneous financial expenditure outside of the agreed budget		X		
	13.	To enter into contracts up to the limits of delegation and within an agreed budget	X	X		
	14.	To make payments within agreed financial limits				X
Staffing	15.	Principal appointments (selection panel)	X	X		
	16.	Deputy appointments (selection panel)	X	X		
	17.	Appoint other teachers		X		
	18.	Appoint non-teaching staff		X		
	19.	Agree a pay policy	X			
	20.	Pay and pension discretions	X			
	21.	Establishing disciplinary/capability procedures	X			
	22.	Dismissal of Headteacher/Deputy	X			
	23.	Dismissal of other staff	X			X
	24.	Suspending Principal	X			
	25.	Suspending other Staff		X		X
	26.	Ending suspension (Head teacher)	X			
	27.	Ending Suspension (other Staff)		X		X
	28.	Determining Staff complement within agreed budget		X		X
	29.	Determining dismissal payments/early retirement	X			
	30.	Making any changes to the terms and conditions of staff ⁴	X			
		To adopt other HR policies, e.g. Safer Recruitment, Leave of Absence, Maternity, Paternity etc.	X			
		To ensure the application of trust HR policies		X		X
4 Curriculum	30.	To develop a curriculum policy	X			
a	31.	To implement curriculum policy		X		X

Function	No	Tasks	Decision Level			
			1	2	3	4
	32.	Responsible for standards of teaching				X
	33.	Accountability for standards of teaching		X		
	34.	Responsibility for individual child's education				X
	35.	Accountability for individual child's education.		X		
	36.	Provision of sex education - to establish and keep up to date a written policy	X	X		
	37.	To prohibit political indoctrination and ensuring the balanced treatment of political issues	X	X		
Performance Management	39.	To develop a performance management policy	X			
	40.	To implement the performance management policy		X		X
	41.	To review annually the performance management policy	X			
Target Setting	42.	To propose targets for pupil achievement		X		X
	43.	To agree targets for pupil achievement	X			X
	44.	Responsibility for pupil outcomes		X		X
	45.	Accountability for pupil outcomes	X			
	46.	To establish a discipline policy		X		
	47.	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency)		X		
	48.	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)		X		
Admissions	49.	To consult before setting an admissions policy	X	X		
	50.	Admissions: application decisions		X		
	51.	To appeal against LA directions to admit pupil(s)		X		
Religious Education	52.	Responsibility for ensuring provision of RE in line with school's basic curriculum		X		X

Function	No	Tasks	Decision Level			
			1	2	3	4
Collective Worship	53.	To ensure that all pupils take part in a daily act of collective worship		X		X
Premises & Insurance	54.	Property and non-property related insurance cover.	X			
	55.	Developing school buildings strategy or master plan	X	X		
	56.	Procuring and maintaining buildings, including developing properly funded maintenance plan	X	X		
Health & Safety	57.	To institute a health and safety policy	X			
	58.	To ensure that health and safety regulations are followed		X		X
School Organisation	59.	To publish proposals to change category of school	X			
	60.	To set the times of school sessions and the dates of school terms and holidays	X			
	61.	To ensure that the school meets for 380 sessions in a school year	X			
Information for Parents	62.	To prepare and publish the school prospectus		X		
	63.	To ensure provision of free school meals to those pupils meeting the criteria		X		
	64.	Adoption and review of home-school agreements		X		
GB Procedures	65.	To draw up governing documents and any amendments thereafter	X	X		
	66.	To appoint (and remove) the chair of the LGB	X			
	67.	To appoint and dismiss the secretary to the LGB		X		
	68.	To hold a full LGB meeting at least three times in a school year or a meeting of the temporary governing body as often may require		X		
			Decision Level			

Function	No	Tasks	1	2	3	4
	69.	To appoint and remove members of the LGB	X			
	70.	To set up a Register of members business interests	X	X		
	71.	To approve and set up a members' Expenses Scheme	X			
	72.	To discharge duties in respect of pupils with special needs by appointing a "responsible person"		X		
	73.	To consider whether or not to exercise delegation of functions to individuals		X		
	74.	To regulate the LGB procedures (where not set out in law)	X			
	75.	To determine the development needs of governors and put in place an appropriate program	X	X		
	76.	To consider requests from other schools to join the Company	X			
Extended Schools	77.	To decide to offer additional activities and to what form these should take		X		
	78.	To put into place the additional services provided			X	
	79.	To ensure delivery of services provided				X
	80.	To cease providing extended school provision		X		
Safeguarding	81.	To put in place a safeguarding policy		x		
	82.	To ensure that the safeguarding policy is implemented		X		X
Policies	83.	To determine, on an annual basis, those policies which will be developed by the Company and mandatory for all Academies	X			
	84.	To provide, on an annual basis, copies of all policies and procedures and a schedule for their review		X		