

THE PAINSLEY CATHOLIC ACADEMY

COMMITTEE STRUCTURE and SCHEME OF DELEGATION

Updated: July 2023

Next scheduled revision: July 2024

The rules governing procedures of the Board of Directors are set out in the Articles of Association.

The Scheme of Delegation will be reviewed at least annually at the end of each academic year by the MAC Directors, LGBs and Executive Leaders. A copy will be sent to the DES for final approval.

Members

Members:

- are the subscribers to the memorandum of association (where they are founding members)
- may amend the articles of association subject to any restrictions created by the funding agreement or charity law
- may, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed
- have powers to appoint Directors as set out in the MAC's articles of association and powers under the Companies Act 2006 to remove Directors
- may, by special resolution, issue direction to the Directors to take a specific action
- appoint the trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- have power to change the company's name and, ultimately, wind it up.

The Members of the Painsley Catholic Academy are:

Eric Kirwan
Canon Jonathon Veasey
Peter Vella
Jacqui Francis
Chris Loughran

Board of Directors (Directors)

Directors are responsible for preserving and developing the MAC's Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do. Directors have a duty to uphold the MAC's objects and to comply with any directives, advice and/or guidance issued by the Archbishop via the DES.

MAC Directors are company directors and charity Directors. They are responsible to the Archbishop, to the Government and to the MAC Members for the quality of education in the academies ensuring clarity of vision, ethos and strategic direction. Directors are responsible for the general control and management of the administration of the MAC, overseeing the financial performance of the organisation and ensuring its money is well spent. They should hold senior leaders to account for the Catholic character of the schools, educational performance of the MAC and its pupils, and the performance management of staff. Directors must ensure compliance with the MAC's charitable objects and with company and charity law, and adherence to the MAC's funding agreement with the Secretary of State.

The Painsley Catholic Academy will have 7 Directors: 6 Foundation Directors and 1 x Co-opted Director. There must be at least 3 Directors in post at all times. Additional Directors will be nominated if they will add value to the skillset of the Board including diversity of representation. An annual skills audit will be completed at the first Directors' meeting to assess current skills and identify any gaps.

The Board of Directors will meet 4 times per year. Notice of these meetings will be undertaken by the Governance Professional with 7 clear days of the date of the meeting. It is possible for Directors to participate in meetings (so count in the quorum too) by either telephone or video conference (Model Article 126).

On occasions, urgent Board business may need to be facilitated and allows shorter notice to be provided that where the Chair or, in his/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 written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he/she directs. Notice of the meeting will include the location and/or the provision of telephone or videoconferencing facilities. The minutes of the meeting must state the grounds for urgency.

There must be 3 Directors present for the Board meeting to be quorate. MAC Directors have one vote and decisions are made by simple majority. The Chair has a casting vote if there is an equal division, even if the Chair has already voted.

All Directors and governors must follow the Nolan principles (7 principles of public life): selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Function and Delegated Powers

Directors have three core functions:

- i) ensuring clarity of vision, ethos and strategic direction;
- ii) holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff;
- iii) overseeing and ensuring effective financial performance.

The MAC's sole charitable objective is to advance education for public benefit.

The MAC Directors cannot delegate to a committee or any other forum/body:

- The preservation and development of the educational character and mission of the MAC and its academies.
- Ensure compliance with the Diocesan directives
- Setting the MAC's vision, ethos and strategic direction
- The overall responsibility for the strategic leadership for the safeguarding arrangements across the MAC including compliance with their duties under legislation. Directors must have regard to safeguarding guidance, ensuring policies, procedures and training across the MAC are effective and comply with the law at all times
- Adopt a MAC-wide Safeguarding policy including; safeguarding and Child Protection, Prevent, looked after children, safer recruitment, FGM and CSE
- Ensuring that all stakeholders are accountable for driving up educational standards and financial performance

- Ensuring full compliance with ESFA and DfE requirements
- Approval of the MAC budget and annual report and accounts, with regard to accounts consolidation as required by the DfE
- Ensuring that the MAC employs people with the right skills, experience, qualities and capacity (some employment is delegated to the LGB)
- Approval of MAC policies (some policies are delegated to the LGB - see the policy spreadsheet)
- The admissions authority for all schools within the MAC is the Board's legal responsibility although the operation of admissions is delegated to the LGB
- Responsibility for ensuring the solvency of the MAC and its academies
- To review any conflicts of interest and related party transactions
- Approval of pay levels including setting Executive Leaders' pay
- Ensuring adequate insurance cover is in place
- Appointment of the CEO
- Appointment of the COO/DCEO
- Appointment of the Governance Professional
- Addition/removal of a Chair of the LGB
- Appointment of External Auditors
- Reviewing the effectiveness of governance
- Engagement with the relevant stakeholders and civic actors (to complement the work of the LGB)
- Setting clear expectations of the suitability of supply teachers, volunteers, tutors and contractors

MAC Directors can delegate powers to a committee, including an LGB and to a Senior Executive Leader, such powers as they think desirable. That delegation is set out in this document, the MAC Directors have imposed conditions, which can be changed or withdrawn. Those given such delegated power must report back to the next Board Meeting after the power has been exercised.

Committees and Forums

Committees always have Directors in the majority and are strategic meetings with strategic powers.

LGBs have powers delegated to school level as set out in this scheme of delegation.

Forums are attended by a Director and relevant LGB reps. Forums are invaluable in terms of school-level challenge, training LGB members, direct communication with school reps and for seeking views of individual schools/reps. Forums are not strategic but inform the Directors on future strategic decisions.

The MAC Directors may decide how any committee/forum (other than an LGB, which is stipulated by the DES) is to be set up and who is to be on it as well as how it is to function and report.

The key areas of responsibility of Directors include: The Mission of the MAC, Curriculum and Standards, Special Educational Needs, Finance, Business Activities, HR, Premises, Pay, Contracts, Insurance, Audit, Risk Management, Information Management and Communication, Behaviour, Intervention, Exclusion, Admissions, Safeguarding, Health and Safety.

There is a named Director and a named member of the LGB for the following areas: Catholic Life/Mission, RE and prayer and liturgy (one rep); SEND, safeguarding, LAC, pupil premium, attendance, health and safety, financial matters and GDPR.

The committees/forums are based around the above key areas:

Directors' Committees with full strategic powers as indicated by this Scheme of Delegation					LGBs	Forums for school-level challenge, training LGB members, direct communication with school reps and for seeking views of individual schools/reps. These are operational and advise Directors about strategic direction.				
1. Curriculum & Standards	2. Resources (Finance, Pay and Premises)	3. HR	4. Audit & Risk (Inc. H & S)	5. Dismissal (Staff)	6. Local Governing Body (LGB) Sub-committees: Admissions Daycare Exclusions Teaching School Hub (PCC) Appeals: Sickness/Disciplinary	7. SEND	8. Safeguarding	9. Pupil Premium	10. CSI	11. Health and Safety

These committees/forums, appropriately run, will help the Directors. In particular they:-

Spread the workload and help in decision-making.

Enable issues to be examined in detail.

Encourage participation and allow Directors to specialise and use/develop their particular interests, skills and experience.

Enable procedures to be carried out and allow for a proper appeal process to be enacted if necessary at a later date

There is an expectation that all committees/forums will function with a view to securing the Catholic ethos of the academy, as well as ensuring the academies provide a high-quality educational experience for all their children. Catholicity will not be viewed as a 'bolt-on' extra to be considered separately, instead the teachings of Jesus Christ and the Catholic Church including Catholic Social Teaching based on Gospel values will underpin all the aspects of the work of the Directors.

The constitution, membership, terms of reference and any delegated powers and the committees'/LGB/forum's procedures must be agreed by the Directors and reviewed annually. The committees/LGBs/forums will have clear terms of reference.

There is an open-door policy for committees/LGBs/forums. Any Director who has an interest in any specific matter being discussed may attend any meeting with the agreement of the Chair of that committee/LGB/forum. The agreement of the Chair is important because, whilst this option is useful, it is important to avoid a situation where most Directors attend all or most committee/LGB/forum meetings. This defeats the benefits of the smaller debating opportunity that committees/LGBs/forums provide.

A Chair shall be appointed annually to each committee/LGB/forum by the Directors or elected by the committee/LGB/forum as determined by the Articles of Association. However, the Directors have the power to remove Chairs of committees in line with the Scheme of Delegation.

Whilst all Directors are eligible to serve on these committees/LGBs/forums, members must have had no prior involvement or personal interest in the issue under consideration. **Directors cannot serve as Governance Professional (clerk) to any of these committees/LGBs/forums.**

The general requirements for all committees/LGB/forums are recommended as being:-

Status Committees are core committees of the Directors and the arrangements for conducting business will be the same as that for the Directors. LGBs have powers delegated to them at school level as set out below. Forums are advisory bodies for the Board.

- Membership**
- (i) MAC Directors will decide how the committees are to be set up, who is to be on each committee and how it is to function and report
 - (ii) Committees 1, 2,3 and 4 will comprise 3 Directors
 - (iii) Committee 5 will also comprise 3 Directors
 - (iv) **Directors must withdraw from any meeting where they have a pecuniary interest.**
 - (v) LGBs (6):
 - (a) LGBs will comprise 6 Foundation Governors (not MAC Directors), 2 parent governors, a staff member and the Principal.
 - (b) The following sub-groups of the LGB will comprise 3 non-staff governors: admissions; exclusions; appeals; sickness/disciplinary. The daycare forum will comprise 3 governors. The Teaching School Hub (PCC) will comprise a Director, Chair of Painsley Catholic College's LGB, 2 additional governors of Painsley's LGB, the CEO, the Principal of Painsley and the Teaching School Director. The Director, the CEO and the governors will have voting rights.
 - (vi) Forums 7-10 will comprise the named Director responsible for the specific area, and the associated LGB named governors responsible for the specific area.

All directors can attend any meeting. The CEO will attend all committees and forums with the exception of 5 and 6. The COO will attend committees 1-4. The DCEOs will attend committee 1. The Directors/CEO may invite the Executive Leaders to other committees/forums at their discretion. The Executive Leaders will not have voting rights.

Frequency of meetings Directors will meet once per term (twice in the autumn term) with two additional meetings to elect the Chair/approve policies/complete a skills audit, and to approve the annual accounts. Committees 1-4 will also meet each term. Committee 2 will meet four times per year. LGBs and forums 5 - 11 will meet twice each year or more often if required. Committee 5 will meet as required.

Quorum At least 3 Directors must be present for Full Board Meetings. At least 2 directors and the CEO (or a person nominated by the CEO) must be present at Committees 1, 2, 3 and 4. Committee 5 must have 3 directors present. Forums 7-11 (plus Teaching School Hub) must have at least 1 director present and the CEO (or a person nominated by the CEO). LGBs must have one third of its number present including the Principal and/or his representative (ie Vice Principal). The sub-groups of the LGB must have 3 reps present. Where a MAC Director attends a meeting of the LGB, that MAC Director shall count towards

the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.

Agenda

An agenda will be circulated (via the Governance Professional) to members of the committee at least seven clear days prior to the meeting.

Reports

Reports, in the form of minutes recording proposals/recommendations and any actions taken under delegated powers, will be reported to the next Directors' meeting. After Board Meetings, the MAC Directors should make sure that a copy of the agenda, the signed minutes and any papers considered are available at every academy for anyone wishing to look at them. Any confidential information can however be taken out. Copies of Board minutes will be sent to Chairs of LGBs. The Chairs of LGBs shall ensure that copies of minutes of all meetings of the LGB shall be provided to the MAC Directors, (and the DES if so requested) as soon as reasonably practicable after those minutes are approved.

FUNCTIONS AND DELEGATED POWERS

The aim is to give each committee a clearly defined set of functions. In practice, there will be a measure of overlap in certain areas but these should be resolved either by cross-referral of items to committees or resolution by the Directors.

1. CURRICULUM AND STANDARDS COMMITTEE (INCLUDES BEHAVIOUR)

This committee's key roles include:

Assessing how schools are performing

What areas of the curriculum we are working on and what we want to get better at

The support offered to schools

Opportunities for children across the MAC

Functions

- Set the MAC's approach to curriculum and assessments with regard to statutory requirements from EYFS to Key Stage 5
- Determine, under the guidance of the CEO, a consistent and challenging curriculum approach to ensure provision of a broad and balanced curriculum. This will include:
 - i) The curriculum, extra-curricular activities and ethos to prepare pupils for life in modern Britain and;
 - ii) A written policy on relationships and sex and health education, in accordance with any DES policy and/or CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic church
- Determine a consistent and challenging approach on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory
- Consider reports received from any Senior Executive Leader as applicable or in relation to any academy regarding standards
- Reviewing standards and expected pupil outcomes (including subcategories of pupils) as and when required

- Reviewing the impact of the curriculum across the Academy in terms of upholding the Catholic ethos of the schools, suitability for teaching and learning and meeting the requirements of the National Curriculum, assessment and reporting requirements
- Review the quality of teaching and learning across the Academy and consider strategies for development
- Review the performance of vulnerable pupils (including PP/SEND/EAL/LAC)
- Monitor, evaluate and review data tracking procedures across the Academy and recommend strategies for development
- Monitor, evaluate and review the impact of inclusion strategies across the Academy including reports on suspensions, permanent exclusions, rewards' policies etc.
- To ensure Information Advice and Guidance, including Careers guidance is in line with statutory requirements
- Monitor the Academy's role within the local community.
- Ensure the individual school Behaviour policies are followed and that they reflect the Catholic ethos, character and values of the MAC
- Monitor the number of pupils who are receiving education offsite and consider how schools are reintegrating them back into full-time education
- Monitor, evaluate and review the Equality and Diversity strategies to promote an inclusive ethos so that the Equality Act 2010 and Public Sector Equality Duty are met at all times
- Review individual school SEFs and CSED documents

Delegated Powers

- RSE MAC-wide policy
- To recommend curriculum developments to the Directors
- Responsibilities in relation to children with SEND/G & T/Pupil Premium and any vulnerable groups
- Responsibilities in relation to community cohesion
- Oversee equality/inclusion information

2. RESOURCES COMMITTEE (Finance, Pay and Premises)

Functions

- Ensure good financial management and effective internal controls
- Comply with the Funding Agreement and the Academy Trust Handbook
- To review financial policies prior to full Board approval
- To consider a draft budget for the year based on priorities in the Academy and individual academy implementation plans. Final budget to be approved by the Board of Directors.
- To have oversight of the MAC's cash position
- Ensure sufficient rigour and scrutiny in the budget management process to understand and address variances between the budget that has been set and actual income and expenditure, receive and consider information on financial performance at least three times a year, and take appropriate action to ensure ongoing viability
- To ensure value for money and efficiency is obtained across the MAC in all areas.
- To respond to auditors' comments
- To ensure compliance with financial regulations as set out by Company and Charity Law
- To monitor the effectiveness of expenditure on professional development and approve MAC-wide PD initiatives
- To report on actions necessary to maintain the premises (land and buildings) in a satisfactory state of appearance and repair
- To determine annually, the Pay policies including setting Executive Leaders' pay policy (prior to full Board approval) adopted by the Academy and the Academy's salaries' budget. The MAC Directors may set pay and conditions for staff which differ from the DfE's national pay and

conditions documents. Before doing so they must first seek approval from their HR advisor to ensure compliance with the law and inform the DES of their intentions prior to any change being implemented.

- To deal with any other matters relating to pay, appraisal and employment as may be referred by the MAC Board
- The Pay committee will ensure that each teacher's salary is reviewed annually, with effect from 1st September and no later than 1st December each year
- Decisions on support staff pay will be made by 31st March each year with employees being notified in writing of the pay decisions from directors
- Ensure all staff are given a written statement setting out their salary and any other financial benefits to which they are entitled.
- The Board of Directors must ensure that the decisions about levels of executive pay follow a robust evidence-based process and are reflective of the individual's role and responsibilities.
- To work with the LGB to develop a 5-year estate management strategy for each academy.
- Once the 5-year estate management strategy is in place for each academy, to determine the building/funding priorities throughout the MAC. Directors will apply to the DES for consent when planning and before starting any building works
- To ensure the accounting system for any non-official funds are sufficiently strong so that mis-use or error are detected (as determined by the financial policies)
- To ensure that assets (land and buildings) have appropriate levels of insurance cover at all times
- To respond to recommendations from the Audit and Risk Committee
- Monitor and review the use of all available resources in order to improve the quality of education, improve pupils' achievements and to secure value for money
- Ensure information required by statute, Funding Agreements and Academy Trust Handbook is published on the website.

Delegated Powers

- Recommend to the Directors an ongoing programme of repairs and maintenance following a five-year Asset Management Plan
- Consider the need for improvement/extension projects in order to enhance the delivery of the curriculum or to provide for increasing numbers of students
- To set up draft detailed budgets for the year, which reflect implementation plans
- Approve contracts with a value above £25,000
- To determine the MAC improvement fund contribution
- To approve any expenditure in accordance with the MAC's Financial Scheme of Delegation
- To prepare such financial reports and proposals as may be required by the Directors, ESFA, DES and Companies House
- To monitor the budgets and reports on behalf of the full Board of Directors
- To determine the financial delegation to be made to the Executive Leaders and Principals
- To approve virement within agreed limits
- To appoint internal and external auditors, and notify the Members and Directors of the decision
- Annual review of salaries according to the pay policy, staffing levels and staff structure
- Approve a policy for Directors' Expenses
- Oversee contracts for maintenance, repairs, cleaning and grounds and ensure value for money
- To write-off items from the stock books in line with the scheme of delegation
- Develop and implement an integrated ICT policy to ensure compatibility of systems across all the academies in the MAC to facilitate maximum efficiency and cohesiveness
- Approve changes (over 20% within 1 year) to the local school charging and remissions policy.

3. HR COMMITTEE (includes GDPR, FOI, information management and communication)

The Human Resources committee is responsible for decisions and recommendations to the Board of Directors on policy and the use of resources in HR. It acts as a reality check for the interface between HR and the rest of the MAC and challenges the HR team to ensure that proposed policy changes are proportionate, logical and in-keeping with our Wellbeing Policy. It is essential that policies are CES policies where these are available. The main areas of work covered by the committee are:

- To review HR policies prior to full Board approval in relation to appraisal, disciplinary, sickness, grievance, capability and safer recruitment
- Set the approach to appraisal and performance management
- Workforce and succession planning – teaching and support staff;
- Recruitment, interchange, selection for jobs, talent management and succession planning
- The monitoring of a carefully co-ordinated training and development programme that includes induction, training, CPD and wellbeing;
- Diversity in Human Resource policies and operations;
- Mental Health and Wellbeing issues including the monitoring of work-life balance
- Performance management and appraisals including the approval of the appraisal policy;
- Industrial relations, and employment law compliance; conduct and discipline issues and health and wellbeing issues;
- Review and monitor the MAC's Equality objective, making any recommendations to the change in the policy to the Board of Directors
- Ensure that the Single Central Record is maintained for all MAC based and cross-academy appointments
- Monitor, evaluate and review the Equality and Diversity strategies to promote an inclusive ethos
- To monitor and review the Gender Pay Gap for the MAC
- To monitor and review the Equality Impact Assessment
- To evaluate the MAC as an employer

Delegated Powers

- Ensure harmonisation of terms and conditions of employment across the MAC to avoid the risk of employment claims.
- Approval of the appraisal policy
- Appoint, suspend or dismiss the Governance Professional.
- Conduct the performance management review of the Governance Professional.
- Adopt and review the GDPR and Freedom of Information policies and procedures to comply with legislation relating to data protection and freedom of information across the MAC
- Ensure that registration with the ICO is up to date
- Develop and implement a policy to establish effective communication by each academy with all stakeholders including pupils, parents or carers, staff, parish priests and other clergy, the DES and the wider community including any local parent teacher association.

4 AUDIT AND RISK COMMITTEE (includes Health and Safety)

The Audit and Risk committee is authorised by the board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries. Requests for work, and reports received, from internal audit will be channelled through the Accounting Officer, to whom the Internal Auditor reports. The Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

Functions and Responsibilities:

- Review the multi-academy's internal and external financial statements and reports to ensure that they reflect best practice.
- Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff.
- Consider all relevant reports by the internal auditor and external auditors including reports on the multi-academy accounts, achievement of value for money and the response to any management letters.
- Review the effectiveness of the multi-academy internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner.
- Ensure that the multi-academy internal audit service meets, or exceeds, the standards specified in the Academy Trust Handbook and Government Internal Audit manual, complies in all other respects with these guidelines and meets agreed levels of service.
- Consider and advise the board on the academy's annual and long-term audit programme.
- Consider internal audit reports, including value-for-money reports and the arrangements for their implementation.
- To review the Risk Management in place across the MAC ensuring a robust Risk Register is in place and reviewed annually
- To adopt a MAC-wide Health and Safety policy, ensuring all statutory compliance with health and safety is met across the MAC
- To conduct regular consideration of Health and Safety issues associated with the buildings/sites including consideration of information from the LGBs
- Adopt a MAC-wide Lettings policy in accordance with the requirements of the DES, the committee will review this annually making any necessary recommendations to the Board of Directors
- Review the operation of the academy's code of practice for directors/governors and code of conduct for staff
- Consider any other matters where requested to do so by the Board
- Report at least once a year to the board on the discharge of the above duties

Delegated Powers

- To adopt a MAC-wide Health and Safety policy, ensuring all statutory compliance with health and safety is met across the MAC
- To adopt a MAC-wide Lettings policy
- To adopt a MAC-wide Complaints policy

5. DISMISSAL OF STAFF

The Staff Dismissal and Appeals Committees must operate in accordance with regulations. However, before these committees meet, Directors should be satisfied that the procedures in the CESEW / DES model policy adopted by the Directors are followed.

A member of this committee cannot take part in any subsequent appeal hearing from their decision.

The Dismissal Appeal Committee cannot have fewer Directors than the first committee.

Terms of reference:-

- The Staff Dismissal Committee will take any initial decision that any person employed to work at the Academy should cease to work there, and will hear any representations made about such a decision. (The committee is not intended for lesser sanctions, but it can come to a disciplinary decision short of dismissal).
- The Staff Dismissal Appeal Committee will hear and decide any appeal arising from a decision of the Staff Dismissal Committee.

Hopefully, these committees will rarely need to meet and if they do it will, in all probability, be as a result of competency or disciplinary proceedings undertaken by the Principal(s). Directors will not normally be involved in these processes. However, if they are then they cannot be members of either committee.

6 LOCAL GOVERNING BODIES (LGBs)

LGBs are an absolutely essential aspect of the leadership of each school. LGBs provide the context and data metrics that enable the Board to fulfil its responsibilities as the responsible body. The LGB adds immense value to the governance of the MAC.

The Board holds the LGBs to account for the support and contribution they make to improving standards in the schools. Similarly, the LGB should question if they are not sure of Director/Board decisions/actions.

The role of the LGB, which is appointed for each academy, is to make sure that the academy is well run. To do that, the Governors follow all the guidance provided by relevant government agencies, the DES and the MAC Directors. Their key functions are to:

Strategic Oversight

- Ensure the strategic leadership responsibility for their school's safeguarding arrangements is secure, and ensure compliance with their duties under legislation. LGBs must have regard to safeguarding guidance, ensuring policies, procedures and training in their school are effective and comply with the law at all times (as set out in the Board's policies)
- Have responsibility for setting a balanced budget for approval at Board level.
- To monitor the budget on a monthly basis and ensure financial security through the adoption of in-house financial risk management procedures
- To nominate a named member for the following areas: Catholic Life/Mission, RE and prayer and liturgy (one rep); SEND, safeguarding, LAC, pupil premium, attendance, health and safety, financial matters and GDPR, and to hold that member to account

School Improvement

- To receive feedback on individual academy concerns from the substantive Principals including Catholic ethos, curriculum, student performance (including KPIs), numbers, implementation plan updates, nursery and day care provision and admissions etc
- To appoint staff for individual schools (with the exception of protected posts as Directors and the DES must be involved with such appointments) with regards to statutory requirements. The

Chair of the LGB will always be invited to participate in the appointment of protected post Positions in their school

- To develop the School Implementation Plan in conjunction with the principal, ensuring that it reflects MAC-wide strategies
- To ensure the School Implementation Plan is put into practice
- To support and work with other LGBs in the MAC

Catholic Life

- Hold the principal/headteacher to account for the leadership and management of the Catholic life and mission of the school and ensure compliance with the requirements of the Bishops' Conference and the diocese
- To develop links with the parish or parishes near the school and with the wider community.
- Complete the CSED self-evaluation documents with the principal/headteacher

Compliance

- Ensure up to date training is provided and legal compliance issues are met (including relating to safeguarding)
- Review the completed S175/157 safeguarding audit
- Ensure support is delivered for looked after children
- Ensure the Single Central Record is maintained for all appointments ensuring all DBS checks are completed and recorded
- Ensure that all governors are offered safeguarding training and safer recruitment training
- Ensure that at least one governor on any recruitment panel has completed safer recruitment training
- Ensure compliance with the Diocesan directives
- To ensure proper financial controls are in place at the school
- Ensure policies are being implemented including the Behaviour Policy, a Prayer Policy, the Assessment Policy, Homework policy, approach to professional development etc.
- Ensure the curriculum is meeting the Board's expectations
- To monitor admissions and attendance records and review
- To immediately notify the MAC Directors of any complaints or issues that could bring into disrepute the Catholic character of the academy
- To monitor any activities designed to generate business income. These should be undertaken in consultation with MAC Directors and in accordance with any advice or guidance received from the DES
- To ensure the effective implementation in the academy of the data protection (GDPR) and freedom of information policies set by the MAC Directors
- To notify the MAC Directors at least termly of any formal complaints received by the LGB under the complaints policy
- To manage the complaints process at Stage 4
- To support the MAC Directors and the Principal in the extended school provision in the academy
- To ensure that the academy is registered with the Information Commissioner's Office and the registration is up to date.
- To develop and maintain a website for the academy that meets all statutory requirements and is in line with MAC policy
- To ensure that the school follows any and all guidance from the DES to secure, protect and improve the provision of Catholic education and the Catholic ethos.
- To ensure that all statutory policies are personalised, up to date and available on the school's website at all times (as per the MAC policy list).

- To ensure all non-statutory policies are produced in a timely manner (as per the MAC policy list). These should be available on the school's website.
- To ensure that approved MAC policies are put into practice in the school
- To give the Principal of the school support in the recruitment, selection, grievance, disciplinary and exclusion processes as appropriate.
- To convene a committee to review any exclusion of a pupil.
- To develop and maintain the building and estate management plan including the management of health and safety in the school
- To regularly inspect the premises to identify essential maintenance work and to check for any safeguarding concerns
- To appoint a clerk
- To submit to any inspections pursuant to CSI and any additional canonical inspections and visitations of the Archbishop.
- To maintain a register of business interests of the Governors.
- To ensure that the school is compliant with all current regulations and legislation.
- To manage admissions at the school on behalf of the Board

Self-Evaluation

- Complete the SEF and the CSED self-evaluation documents with the principal/headteacher
- To receive parental voice, staff voice and student voice reports
- To review budget levels within the individual schools for recommendation to the Resources Committee
- To conduct a 360 review on the Chair
- To evaluate the work of the LGB using Diocesan documentation on the annual review of governance
- To monitor the impact of policies
- To review pupil attendance and absence (including vulnerable pupils) and report the findings to the MAC Directors.
- To monitor the impact of the pupil premium and sports premium (primary) and any other specific DfE grant in the academy
- To ensure systems in place at the academy are in line with the MAC's policy for exceptional communication
- To monitor what happens at the academy in order to make sure that the academy provides an excellent Catholic education to all its pupils.
- To review the overall pattern of exclusions/suspensions at the school and report this to the MAC Directors.
- To review annually the contributions made by the Governors
- To monitor provision of free school meals to those pupils meeting the criteria.
- To ensure the MAC's disaster recovery plan and business continuity plan for the school is adhered to and remains fit for purpose.
- To monitor HR records and evaluate the school as an employer

Delegated Powers

- The appointment of all staff for the individual academy, academic and non-academic, excluding protected posts (Chairs will be invited to participate in the recruitment of these posts and the DES will always be present). Approval for appointment should be sought from the CEO/COO prior to advertising the post

- Approve the use of school premises by other organisations including extended school provision (subject to these aligning to MAC and Diocesan aims and values). Oversee the local Lettings Policy including associated health and safety
- Approve changes (up to a maximum of 20% within 1 year) to the local charging and remissions policy. Additions to the policy should be approved by the resources committee
- Approve and monitor all policies noted as 'individual school' on the MAC policy list
- To monitor and review the effectiveness of all 'individual school' policies as well as all the implementation of MAC policies in the school
- Undertake consultation, publish and determine admission arrangements as required in accordance with the School Admissions Code and must follow the protocols and guidance provided by the DES (LGBs must liaise with the MAC admissions co-ordinator)
- Ensure liaison with the MAC admissions lead so that Directors are assured of compliance with statutory requirements
- Ensure that parents are notified of the outcome of that application in line with the School Admissions Code including advising parents of the right to appeal should their application be unsuccessful.
- Organise any appeal hearings as required in accordance with the School Admission Appeals Code and following the protocols and guidance provided by the DES.
- Manage the powers delegated in MAC policies, for example, relating to exclusions, staff sickness, disciplinary and grievance matters including the appointment of an Exclusions Panel, and Appeals Panel for sickness/disciplinary.

LGB committees:

Admissions committee:

- Approve the Admissions policy as directed by the MAC and the DES
- Monitor and review admissions and attendance registers

Day Care committee:

- Oversee the admissions of the Day Care provision
- Monitor income and expenditure in relation to financial viability
- Monitor staffing levels to ensure the provision meets all legal and statutory requirements

Disciplinary of students

If a suspension/exclusion causes a student to miss sitting a public examination, the Student Discipline Committee should try to meet before the exam. If this is not possible, arrangements need to be made to enable a student to sit an examination in that period of time albeit they may not be attending school. If the chair of the committee does not consider it practical for the committee to meet, s/he may exceptionally consider the exclusion and decide whether to re-instate the student. Note: the child stays on roll until the end of the due process, which covers the appeal period.

An independent panel established by the local authority deals with appeals by parents against the decision of the student discipline committee.

Terms of reference:-

- Review the use of suspensions/exclusions within the school including whether the pupils are vulnerable
- Receive representations from parents whose child has been suspended/excluded for any period.

- Consider the circumstances of any student excluded permanently or suspended for more than five days in a term or who will be unable to sit a public examination as a result of suspension/exclusion.
- Decide whether to direct re-instatement of any such student.
- Ensure full compliance with legislation relating to suspensions/exclusions.

6b. TEACHING SCHOOL HUB COMMITTEE (PAINSLEY CATHOLIC COLLEGE)

Functions and responsibilities:

- Establish the TSH's Vision and Values statement.
- Uses TSH area data, the expertise of TSH leaders, partners and the wider community in creating, monitoring, reviewing and evaluating the TSH's strategic aims. These must set ambitious standards for teachers, leaders and all children.
- Establish, monitor and review an effective TSH infrastructure and team to fulfil all TSH operational requirements.
- Ensure that succession planning is established to provide future leaders and sustainability of the TSH.
- Appoint staff to the TSH central team as required and ensure that all HR procedures and policies are followed including performance management.
- Monitor the workload and wellbeing of TSH staff and Delivery Partners.
- Review the TSH's performance against the KPIs outlined in the Delivery Plan.
- Consider all relevant reports by the TSH Director, internal and external auditors, and other stakeholders.
- Receive feedback from relevant stakeholders including Delivery Partners via the Strategic Management Group.
- Receive feedback on evaluations of the performance of the TSH and challenge where appropriate.
- Consider and advise the board on the TSH's performance including the relevant quality assurance procedures.
- Receive updates on the marketing and communications of TSH activities.
- Monitor and review the TSH's budget to ensure value for money, best practice and compliance with the terms of expenditure set out in the TSH handbook.
- Adhere to TSH funding conditions. For example, marketing spend should be limited to 10% of yearly funding in year 1, and 5% in years 2 and 3.
- Ensure compliance with returns to the DfE including audit matters.
- Ensure that the TSH and its partners are compliant with all contractual, regulatory and statutory requirements including relating to safeguarding and health and safety.
- Ensure all financial controls are fully in place.
- Consider and approve pricing structures for the TSH.
- Advise on matters related to any disputes between the TSH and its stakeholders.
- Oversee strategic approaches to forecasting, understanding, mapping and preventing risk to the TSH, the school, and its partners
- Ensure that TSH staff understand and carry out their responsibilities including complying with data, recording and reporting arrangements.
- Report at least once a year to the board on the discharge of the above duties.
- Consider any other matters where requested to do so by the board.

Delegated Powers

- To approve and review the TSH's Vision and Values statement.
- To approve and review the TSH Delivery Plan.
- To approve and review the choice of Lead Providers for DfE strategies.
- To appoint staff to the TSH central team.

- To approve the TSH budget including its pricing structure.

7. SEND

Directors and LGBs have the responsibility of overseeing the effective use of SEND funding to ensure that the money is effectively deployed to maximise outcomes and wellbeing.

- Ensure the MAC-wide SEND policy and SEND code of practice is implemented and monitored with SEND students making excellent progress
- Monitor, evaluate and benchmark the use of SEND funding in the academies and report good practice/concerns to the Resources Committee and Curriculum and Standards Committee
- Monitor the outcomes and projections of SEND children
- Monitor the attendance levels of SEND children
- Monitor the suspensions/exclusions of SEND children
- Monitor the participation of SEND children in extra-curricular activities
- Benchmark the quality of SEND Statements
- Ensure that websites and actions are compliant with SEND requirements
- Receive reports from individual LGBs regarding the progress of SEND children and the effectiveness of strategies such as scaffolding in the classroom, transition plans etc
- Receive up to date best practice research in the effective use of SEND funding
- Receive updates from SENDCOs
- Monitor any issues relating to SEND including concerns/complaints
- Review the effectiveness of external agency work with SEND children
- Review SEND pupils on reduced timetables/alternative provision
- Receive reports on staff CPD on SEND issues

Delegated Powers:

N/A

8. Safeguarding

Directors and LGBs have a key responsibility to safeguard pupils and staff in their care. The remit of this committee is to:

- Review MAC safeguarding practices, with regard to statutory guidance
- Ensure up to date training is provided and legal compliance issues are met
- Ensure support is delivered for looked after children
- Ensure the Single Central Record is maintained for all MAC based and cross school appointments ensuring all DBS checks are completed and recorded.
- Review key issues arising from S175/157 audits
- Ensure that all MAC Directors and Governors are offered safeguarding training and safer recruitment training.
- Ensure that at least one Director on any recruitment panel has completed safer recruitment training.
- Monitor safeguarding practice across the MAC and take appropriate action where safeguarding practice is falling below the standards expected.
- Report any safeguarding concerns to the Directors or follow the Whistleblowing Policy if required

Delegated Powers

N/A

9. PUPIL PREMIUM

Directors and LGBs have the responsibility of overseeing the effective use of the Pupil Premium funding to ensure that the money is effectively deployed to maximise outcomes, wellbeing and to raise aspirations.

The remit of the committee is to:

- Monitor, evaluate and benchmark the use of Pupil Premium funding in the academies and report good practice/concerns to the Resources Committee and Curriculum and Standards Committee
- Monitor pupil premium spend in Y7 literacy and numeracy catch-up and PE and sport premium
- Monitor the outcomes and projections of PP children
- Monitor the attendance levels of PP children
- Benchmark the quality of Pupil Premium Statements
- Ensure that websites are compliant with PP requirements
- Receive reports from individual LGBs regarding the progress of PP children and the effectiveness of strategies such as scaffolding in the classroom, transition plans etc
- Receive up to date best practice research in the effective use of PP funding
- Receive updates from PP Champions
- Monitor the suspensions/exclusions of PP children
- Monitor the participation of PP children in extra-curricular activities
- Receive up to date best practice research in the effective use of SEND funding
- Monitor any issues relating to PP including concerns/complaints
- Review the effectiveness of external agency work with PP children
- Review PP pupils on reduced timetables/alternative provision
- Receive reports on staff CPD on PP issues

Delegated Powers:

N/A

10. CSI

Directors and LGBs have the responsibility of overseeing the Catholic Life, Collective Worship and RE in all of the schools.

The remit of the committee is to:

- Adopt a MAC-wide Mission Statement
- Fulfil the MAC's responsibility as the guardian of the mission of a Catholic MAC including:
 - the vision and priorities for the Catholic life and mission of the MAC, religious education and prayer and liturgy
 - have complete awareness of the strengths and development needs of the Catholic life and mission of the schools within the MAC, the quality of religious education and prayer and liturgy
- Monitor, evaluate and benchmark the practices involved in Catholic Life, Collective Worship and RE in our schools

- Ensure that the annual governors' audit is completed
- Ensure the CSED is up to date
- Ensure compliance with the curriculum requirements laid down by the Bishops' Conference and any additional requirements of the Diocesan Bishop
- Ensure schools are responding fully to the areas for improvement from the previous Catholic school inspection or the equivalent predecessor inspection
- Monitor the outcomes of children in RE (including sub-categories)
- Monitor links with parishes and the wider community
- Benchmark the environments in our schools in terms of the Catholic ethos
- Ensure that websites clearly reflect our Catholic ethos
- Receive reports from individual LGBs regarding CSI monitoring and evaluation practices
- Receive up to date best practice from the DES and the CES (as well as other Catholic schools)
- Receive updates from CSI Leads in schools
- Monitor charity fundraising in our schools
- Monitor the curriculum time allocated to RE

Delegated Powers:

The approval of a MAC-wide Mission Statement
Approve the Catholic Social Teaching Painsley formation strategy

11. Health and Safety

- To ensure the MAC-wide Health and Safety policy is followed in all schools so that Directors are assured that all statutory compliance with health and safety is met across the MAC
- To conduct regular consideration of Health and Safety issues associated with the buildings/sites including consideration of information from the LGBs
- To review the Estates Strategies and Asset Management Plans in order to inform Directors of priorities re capital spend particularly relating to the need for estates to be safe, warm and dry
- Ensure the MAC-wide Lettings policy is followed in accordance with the requirements of the DES,
- Consider any other health and safety matters where requested to do so by the Board

Delegated Powers

N/A

Delegated Powers to the CEO:

The Directors delegate the day-to-day operations and strategic development (working within policy parameters) to CEO approval. Once a key, strategic decision is made, the CEO will report the outcome at the next Board of Directors' meeting. Updates will also be given to the Chair/Vice Chair of Directors as necessary. Directors have the right to amend any such decisions and the CEO must comply with their decision. Examples of key strategic decisions include, but are not limited to:

Named 'Accounting Officer' for the MAC with areas of responsibility:

To assure Parliament, and the public, of high standards of probity in the management of public funds, particularly:

- value for money - this is about achieving the best possible educational outcomes through the economic, efficient and effective use of resources. A key objective is to achieve value for money not only for the MAC but for taxpayers generally.
- regularity - dealing with all items of income and expenditure in accordance with legislation, the terms of the trust's funding agreement and this handbook, and compliance with the trust's internal procedures - this includes spending public money for the purposes intended by Parliament
- propriety - the requirement that expenditure and receipts should be dealt with in accordance with Parliament's intentions and the principles of parliamentary control - this covers standards of conduct, behaviour and corporate governance

Adhere to the 'seven principles of public life'

The further development of the Catholic character of the schools

Evaluation of teaching and learning through reviews

Monitoring educational standards

Staffing (within the budgets) including the oversight of spiritual and personal wellbeing

Performance Management of key staff along with Directors including the CFO, Deputy CEOs and Principals

The development of common reporting tools for benchmarking (implementation plans, KPIs, Principal's Report, SEFs, CSEDs, Sports Premium, PP statements, home-school agreements etc)

Consistency: the development of common agendas for LGB and committee meetings

The development of common KPI headings

Direct involvement (and subsequent action such as a support plan) in any underperformance at Principal and/or LGB level

Dealing with complaints at Stage 3 in line with the Complaints Policy

Review monthly budget updates

Approve and be present for all protected post appointments (along with Directors)

Authorisation for Principals to follow staff capability and/or disciplinary issues

To develop a common MAC calendar

To advise on the production of action plans post OFSTED, CSI etc

Expenditure in line with the Scheme of Delegation

Act as an Appeal Manager for Stage 1 and Stage 2 absences (or Deputy CEO)

Chair's Actions

This is a very rare situation and should not be used in most circumstances as a meeting (either in person or via telephone or videoconferencing) should be held where possible. Such meetings can be called at short notice as detailed on page 1.

IT IS RESOLVED THAT, with immediate effect and until revoked by the Board in order to facilitate the Trust making urgent decisions that arise between Board and committee meetings the Chair (or Vice Chair) may use the following decision-making procedure (to be known as Chair's Action):

1. Notwithstanding any provisions of the Trust's Articles of Association (the Articles) and the Scheme of Delegation, if the Chair is of the opinion that a matter of urgency exists either:

(i) after receiving a written report from the CEO/CFO which clearly states, amongst other things, why the item concerned could not be brought to a regular meeting and why it would qualify for urgent decision under this procedure; or

(ii) as a result of other information that is brought to their attention and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, any individual Academy, pupil or their parent or a person who works at the Trust,

then, in consultation with the CEO, they may exercise any function of the Trust which can be delegated to an individual under the Articles, the Trust's funding agreements with the Secretary of State for Education (including the relevant Academy Trust Handbook).

2. Where it appears to the Vice Chair that:

(i) the circumstances mentioned in paragraph 1(i) and/or 1(ii) apply; and

(ii) the Chair (whether by reason of vacancy in the office, incapacity or otherwise) would be unable to exercise the function in question before the detriment referred to in that paragraph is suffered, the reference in paragraphs 1 and 3 to the Chair is to be read as if it were a reference to the Vice Chair.

3. The Chair may decide, on receipt of a request for a decision under Chair's Action, that the matter should be dealt with instead by a special Board meeting called on short notice, in which case a meeting shall be called promptly. This could be via technological means such as telephone or videoconferencing as per this Scheme of Delegation. **This is the expected course of action in the vast majority of circumstances.**

4. Any action under Chair's Action should be reported in writing via email as soon as possible (and no longer than 5 working days) to the Directors (together with a copy of any written report from the CEO/COO). A record of the decisions taken shall also be included with the Board's minutes. In these circumstances, the Directors will email the Governance Professional to confirm receipt of the information. Any concerns regarding the Chair's Action should be raised in the email complete with an explanation of why the action is deemed inappropriate. The Governance Professional will notify fellow Directors and the CEO. The Chair (or Vice Chair) will respond to the email within 5 working days with all Directors receiving a copy of the response. It may be necessary to call an extraordinary meeting to resolve the concern(s).