Scheme of Delegation

St Raphael the Archangel CMAT

St Raphael
the Archangel
Catholic Multi-Academy Trust

For the avoidance of doubt, any reference within this Scheme of Delegation to Regional Governance or Regional Governance structures is not applicable during the academic year September 2026 – August 2027. Such provisions should be disregarded during the academic year and will be reviewed and updated as part of the Trust's governance arrangements for future academic years.

Archdiocesan Ethos, Mission and Vision

The Archdiocese of Birmingham is dedicated to providing an outstanding Catholic education for all children in our schools.

Our vision is to be a Catholic diocese which is faithful to the mission entrusted to us by Jesus Christ, full of missionary disciples who work together co-responsibly in vibrant communities of faith, joyful in their service of God and neighbour. The Archdiocesan vision is to reflect Evangelisation, Formation, Liturgy and Worship, Social Outreach, Care for Creation and Co-Responsibility in all that we do and there is an expectation by the Archdiocese that this will be reflected across all Multi Academy Trusts.

It is our mission to announce the joy of the Gospel by making Christ known today through securing, protecting and improving the provision of Catholic education in the Archdiocese of Birmingham. Therefore, each of our schools will place Christ at the centre of all that it does and will integrate Gospel values and the teachings of the Catholic Church into every aspect of school life. Collectively the schools, as part of the CMAT, must have a shared ethos based on their shared Catholic faith. Therefore, this Scheme of Delegation is grounded in the seven principles of Catholic Social Teaching and provides an opportunity for canon and civil law to come together.

Each CMAT and individual school within it must have a separate mission statement which reflects the unique Catholic ethos of both the CMAT and that school. The central mission is to form Christ-centred pilgrims of hope with kind hearts, questioning minds, a thirst for knowledge and a hunger for justice. The following infographic reflects this vision:

Every school must work in partnership with the other schools within the CMAT with the common good of Catholic education as the basis of their collaborative work. This partnership working should be at both an operational level and a strategic level. It is expected that all schools continue to engage and work across the Archdiocese and in the wider community including non-Catholic schools where possible.

Schools in the Archdiocese of Birmingham will provide an inclusive Catholic education committed to enable each child to reach their full potential in their God given talents, founded on the belief that every child is unique and created in the image and likeness of God.


What?
Parish service is flourishing
Prayer and liturgy impacts choices/CST evident
Sense of belonging is palpable
Strong safeguarding culture
Sacramental joy
Balanced budget
Strong inclusion: few perm ex and low repeat suspensions
CSI outcomes at least good with some outstanding
Directives and protocols followed
Attendance: 95%+ for all
Happy, confident and resilient staff and pupils
PP gap sig below national
Strong Catholic transition
Strong EYFS
Strong Sixth Form
Exceptional communication
Data: 90%+ KS2 & Attainment 8 50+ at KS4 Progress: above average
System focused
Low staff turnover
Engaged pupils in lessons
Knowledge- rich curriculum
Pupils demonstrate deep thinking
Exemplary personal development & wellbeing
Good estate evident
Strong SEND progress
Strong extra-curricular
LiveSimply Award
How?
Faith in action
Adaptive teaching
Pupil voice
Thriving chaplaincy
Care for creation
Parental engagement
Spirit of fraternity and relationships
Regular assessment
Integrated public services
PLD implemented
Strong links with partner schools
CST at the heart of decisions
External support
Work life balance
Anonymous surveys
Explicit focus on inclusion
Supportive yet challenging governance
Evidence-based CPD
Ambitious curriculum
Oracy
ICFP/ASOT
Career & formation pathways: staff/pupils
Estate strategy
Context driven
Why?
Forming Christ-centred pilgrims of hope with kind hearts, questioning minds, a thirst for knowledge and a hunger for justice
Our Flourishing Archdiocese

CMAT Ethos, Mission and Vision

“Forming Christ-centred pilgrims of hope with kind hearts, questioning minds, a thirst for knowledge and a hunger for justice."

ROLES AND RESPONSIBILITIES

Canon Law gives the Archbishop the duty to watch over the Catholic schools in the Archdiocese and to issue directives concerning their general regulation. The DES, acting as agents for the Archbishop, carries out this duty through support and challenge to ensure all CMATs are flourishing and operate according to Can. 806 §2 which states that *Directors of Catholic schools are to take care under the watchfulness of the local ordinary that the instruction which is given in them is at least as academically distinguished as that in the other schools of the area.*
Canon Law relating to education can be found at https://www.vatican.va/archive/cod-iuris-canonici/eng/documents/cic_lib3-cann793-821_en.html

All tiers of leadership have a duty to act with integrity, objectivity and honesty in the best interests of the CMAT and the school with reference to the Nolan Principles of Public Life and shall be open about decisions (except where a matter is confidential) and be prepared to justify those decisions.

This scheme of delegation establishes how the DES, CMAT Directors, Regional Governors, Governors, Executive Leaders and Principals work together to ensure that each school provides an excellent Catholic education to all its pupils ensuring effective operation and culture across the CMAT in line with the "Strong and Flourishing CMAT Framework".

The Members, who are signatories to the Articles of Association, are guardians of the governance of the Catholic Multi Academy Trust and accountable to the Archbishop.

The CMAT Directors are accountable to the Members for all of the schools in that CMAT. That means that they are responsible to government agencies for the quality of the education provided by every school and have statutory duties under company and insolvency law. They are also responsible to the Archbishop for every school being run as a flourishing Catholic school in line with Can. 806 §2 serving as a witness to the Catholic faith in Our Lord Jesus Christ. The Directors will follow all the guidance provided by the Catholic Education Service, relevant government agencies and the DES.

The CEO is responsible for the performance of ALL schools and staff within the CMAT.

The role of the Regional Governance Group (RGG), which is appointed in designated regions of the CMAT, is to provide assurance to the CMAT Directors, through effective and proactive monitoring, that the schools within the designated region are delivering the strategy set by the Board to secure Catholic education. The RGG will focus on the needs of its schools and the specific parishes and communities they serve. The people appointed to the RGG are known as Regional Governors.

CSELs, with support the CEO by overseeing and monitoring the education performance of ALL schools and staff within their designated region, supporting the relevant RGG, and carrying out such other functions as the CEO determines are necessary or desirable from time to time.

The role of the Local Governing Body (LGB), which is appointed for each school, is to provide assurance to the CMAT Directors, through effective and proactive monitoring, that the school is delivering the strategy set by the Board to secure Catholic education, establishing and strengthening strong links with the parish and school communities. The LGB operates as the eyes and ears of the local parish and Deanery community so that it is best placed to inform the CMAT of the needs of the area that the school serves. The people appointed to the LGB are known as Governors.

Executive Principals and Principals are responsible for the day to day running of a school and work with the LGB of that school to ensure that it is a flourishing organisation contributing to a flourishing CMAT so that all constituent schools benefit from the sharing of best practice.

OVERALL ROLES AND RESPONSIBILITIES

The DES provides support, training, guidance and challenge for the CMAT Directors, for the Governors and for staff with regard to the Catholic ethos, mission and vision of the CMAT and the schools. The DES is the first point of contact for advice, guidance and support in all matters that may impact on the quality and provision of Catholic education. This typically

includes, but is not limited to, issues involving: RE, collective worship and Catholic life, admissions, governance, leadership, standards, staffing, buildings and premises, health and safety and finance.

The CMAT Directors must manage and develop Catholic schools within the CMAT in accordance with the principles, teachings and expectations of the Catholic Church. CMAT Directors must follow and adhere to any advice, guidance or directives given by the Archbishop or by the DES on behalf of the Archbishop and comply with all relevant legislation.

GENERAL – CMAT Directors MUST;
Through a CMAT Development Plan, ensure strategic oversight and provision of excellent Catholic education within the CMAT. This must always be undertaken fairly and equitably so as not to give unreasonable advantage or disadvantage to any one or more schools within the CMAT. The CMAT Directors must make sure that where there are problems in any of these areas, that such problems are successfully addressed.

Preserve and develop the religious and educational character, mission and ethos of the CMAT, as determined by the Archbishop, and ensure that it is embedded in each school.

Ensure that the CMAT and all schools within it are fully compliant with the Bishop's Directives and Diocesan Protocols.

CHAIR'S ACTION IN BETWEEN MEETINGS
No individual Director is empowered to make decisions on behalf of the CMAT outside any specific authority set out in this scheme of delegation.
However, as an exception, the Chair of the Board can decide as a single Director when a delay in doing so would be:

- Seriously detrimental to the interests of the CMAT or any of its schools, and
- It would not be possible to postpone the decision to a meeting of the Board (which the Chair can convene with less than 7 days' notice if necessary, provided the Board will have sufficient time to receive and consider relevant documents relating to the decision).

The following types of decisions cannot be made by "Chair's Action":

- Decisions in relation to admissions.
- Decisions on executive pay.
- Decisions relating to finance.

SOLIDARITY

Those with responsibility for the CMAT, and the schools within it, will think and act as a community. A flourishing community must commit to the mutual support of all schools for which the CMAT is responsible, especially those identified as being in need or requiring specific support. There will be times when, in order to ensure the development and success of individual schools, some schools will be capacity givers and others will be capacity takers. CMAT policies will prioritise funding support to schools in need of assistance and the Directors will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way.

SUBSIDIARITY

The collaborative nature of the CMAT will be evident through its decision-making processes. Subsidiarity means that decision making will be delegated to the appropriate level identified under this scheme of delegation on the understanding that decisions taken at those levels are compatible with the principles of solidarity, collaboration and the common good, working to maximise the life chances of all young people, regardless of which school they attend. In doing so, the CMAT will operate for the common good and, in particular, to care for its most vulnerable members. The Board will provide caring support for the decision-making and implementation bodies, but will also be accountable for the activities of the CMAT and must ensure that all such decision-making and implementation is fully compatible with its liabilities and obligations.

GOVERNANCE STRUCTURES

THE BOARD OF DIRECTORS

MEMBERSHIP OF THE BOARD OF DIRECTORS

The Board of Directors of the CMAT has nine Foundation Directors in post. Whilst this is the preferred number of Directors In order to ensure that there is sufficient capacity for the Board of Director to function there will be a minimum of seven foundation directors in post at all times at least five of whom shall be practising Catholics. The process for the appointment of Directors is set out in Annexe B.

No employee of the CMAT is permitted to be appointed as a Director.

The Directors shall elect a chair and a vice-chair from among the Foundation Directors on an annual basis.

All CMAT Directors must, before they commence any CMAT Director duties, sign and return to the DES the Undertaking to the Archbishop which is available on the DES website.

A CMAT Director can resign at any time so long as at least three CMAT Directors remain after that resignation.

A CMAT Director can be removed by the person or persons who appoint him or her or by the CMAT Members. Where academic standards or the Catholic life in a school are judged by the DES to have fallen unacceptably low, the Archbishop may stipulate that up to four additional Directors, who will all be either officers of the DES or DES Associates, will be appointed.

A CMAT Director is disqualified automatically if he or she:

- Is not yet 16.
- Becomes incapable because of illness or injury of managing his or her own affairs.
- Has not given the necessary Undertaking to the Archbishop before they commence any CMAT Director duties.

- Cannot provide a Disclosure and Barring Service certificate at an enhanced disclosure level which is clear or, in the opinion of the DES, Chair of the Board or CEO, contains no information which renders that person unsuitable to be a CMAT Director.
- Meets any of the circumstances for disqualification outlined in the Articles which should also be checked where one of the following comes to light in relation to a CMAT Director who:
  - Has been convicted of any offence involving dishonesty or deception.
  - Has been convicted of another crime which is not a "spent" crime in accordance with the Rehabilitation of Offenders Act 1974 (as amended) or one for which the maximum sentence is a fine or a lesser sentence.
  - Has been made bankrupt.
  - Has made a composition or arrangement with, or granted a trust deed for, creditors and has not been discharged in respect of it.
  - Has been removed from the office of charity trustee or trustee for a charity by an order made on the ground of any misconduct or mismanagement in the administration of the charity.
  - Has been disqualified from acting as a company director or has given an undertaking not to become a Director as a resolution of disqualification proceedings.
  - Is absent without the permission of the Chair of the Board from all of its meetings for six months and the Board passes a resolution that the person should no longer be a Director.

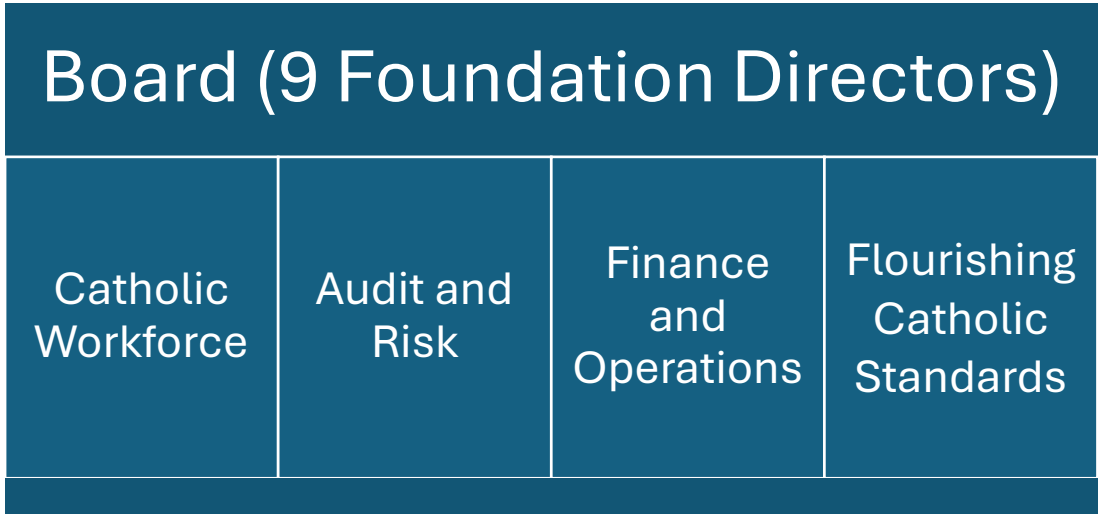
GENERAL RESPONSIBILITIES FOR THE BOARD OF DIRECTORS

The Board of Directors will operate in line with Terms of Reference which will be provided by the Diocesan Education Service. Those serving as Directors are accountable to the Members and will be responsible for:

- Advancing the Catholic religion by such means as the Diocesan Bishop sees fit and proper, and maintaining a flourishing relationship with the Diocesan Education Service, Members and other diocesan CMATs
- Anchoring the CMAT's vision and strategy in the needs of its schools, parishes, the communities they serve and the wider educational system in line with its religious objects

- Commitment to advancing the Catholic religion and ensuring that prayer and liturgy are at the heart of its community life
- Upholding strong and clear values and ethos which are defined and modelled by the board, are embedded across the organisation and adhered to by all that work in it, or on behalf of it
- Providing and undertaking board induction, training and review
- Monitoring and evaluating that the schools within the CMAT meet the requirements of the Strong and Flourishing CMAT Framework and cover all pillars of CMAT quality. This should include a commitment to the positive promotion of inclusion and wellbeing.
- Ensuring compliance with all regulatory, contractual and statutory requirements, including safeguarding.
- The setting and monitoring of all financial and educational performance, including considering associated risks, of the schools in the CMAT and ensuring that money is well spent.
- Setting performance management policies for the CMAT which will ensure that executive and school leaders are held accountable for the educational performance of all schools.
- Ensuring compliance with the Bishop's Directives and Diocesan Protocols.
- Maintaining sufficient independence from the executive leading to effective scrutiny
- Holding the executive leadership team to account for the effective implementation of the CMAT strategy and operating plan, including in relation to the use of resources and their impact on Catholic education standards
- Ensuring financial stability and solvency (including monitoring the ability of the CMAT to operate as a 'going concern').
- Receiving reports from RGGs including exceptions reports.
- Appointing executive leaders.
- Demanding high standards for all pupils - especially the most disadvantaged and marginalised pupils – through the identification and training of local and regional Champions for Flourishing Catholic Standards, Attendance, SEND, Pupil Premium, Safeguarding, Health and Safety, Finance and Operations, HR, and Careers (secondary only).

Committee Structure



The committees will comprise 3 directors agreed at the first Board meeting of the academic year. They will meet 3 times during the academic year as set out on the CMAT calendar.

Each committee will be chaired by the relevant Director Champion as agreed by the Board.

Flourishing Catholic Standards

Monitor and evaluate the Executives' strategic approach to ensure the clear articulation and embedding of Catholic mission and values across all academies, with a particular focus on Catholic Social Teaching - especially the preferential option for the poor and the inherent dignity of every person through the CMAT's approach to inclusion.
Monitor and evaluate parish links developed by the Chaplaincy Lead including measurable collaborative activity.
Monitor and evaluate defined, measurable objectives for social action.
Ensure the provision and evaluation of a consistent and regular prayer, liturgy, and RE provision.
Ensure the provision and evaluation of Trust-wide, enriching formation.
Evaluate progress towards the achievement of the Catholic Life and Mission pillar of the framework.
Oversee matters relating to Flourishing Catholic Standards as per Annexe A.

Finance and Operations

Monitor and evaluate the impact of the use of finance, HR and operations in terms of achieving the CMAT's mission, the highest standards of academic outcomes, and financial resilience and liquidity. Finance always serves mission.
Monitor and evaluate the effectiveness of the Central team in terms of providing an effective and efficient central service.
Monitor and evaluate the sustainable estates strategy.
Approve the CMAT's cybersecurity policy.
Evaluate progress towards the achievement of the Finance & Operations pillar of the framework.
Oversee matters relating to Finance and Operations as per Annexe A.

Audit and Risk

Monitor and evaluate the CMAT in terms of its financial resilience and liquidity including through internal and external audit reports.

Monitor and evaluate health and safety and the condition of the school estates and assets.
Monitor and evaluate the CMAT's approach to cybersecurity.
Evaluate progress towards the achievement of the Finance & Operations pillar of the framework.
Oversee matters relating to Audit and Risk as per Annexe A including the Business Continuity Plan.

Catholic Workforce

Monitor and evaluate the impact of the CMAT's People Strategy including the extent to which the CMAT dividend is being achieved through a flourishing, collaborative workforce.
Monitor and evaluate data relating to the Catholic Workforce including turnover, absence data, numbers achieving external accreditation, performance management of staff etc.
Evaluate progress towards the achievement of the Catholic Workforce pillar of the framework.
Oversee matters relating to HR as per Annexe A.

THE REGIONAL GOVERNANCE GROUP

MEMBERSHIP OF THE REGIONAL GOVERNANCE GROUP (RGG)

Foundation Regional Governors, appointed by the Archbishop, have additional specific responsibilities that they must undertake, namely:

- To be a practising Catholic in full communion with the See of Rome, and not the subject of any canonical censure or penalty.
- To understand that their appointment places a legal duty upon them to ensure that the religious character of the relevant school is preserved and developed and that it is conducted in accordance with the provisions of the Archdiocesan Trust Deed.

- To understand that their appointment requires them to comply with the provisions of Canon Law, the teachings of the Catholic Church and such determinations made by the Archbishop and his Trustees and their agent, the Diocesan Education Service, in respect of schools.

There must be at least five Regional Governors in post at all times. The process for the appointment of Governors is set out in Annexe B.

A Chair and Vice Chair must be appointed from amongst the Foundation Regional Governors on an annual basis.

All Regional Governors who are not Foundation Regional Governors must, before they commence any duties, sign and return to the DES the Undertaking to the Archbishop which is available on the DES website.

A Regional Governor may resign by written notice to the RGG, but that notice of resignation will not be effective if it would leave less than five Regional Governors on the RGG. On receipt of the notice of resignation, the RGG will inform the CMAT Directors and the DES of the resignation.

A Regional Governor can be suspended or removed by the person or persons who appointed him or her. A person (except for a Foundation Regional Governor) may also be suspended or removed by the CMAT Directors but only after the CMAT Directors have given due regard to any representations made by the RGG.

A Regional Governor is disqualified automatically if he or she:
- Is not yet 18.
- Becomes incapable of managing his or her own affairs.
- Has not provided to the Chair of the RGG an enhanced Disclosure and Barring Service check and/or such other check as may be required from Regional Governors from time to time by the DES. If the result of that check discloses any

information which would in the opinion of either the Chair of the RGG or the DES confirm their unsuitability to work with children that person shall be disqualified.

- Is absent without the permission of the Chair of the RGG from all of its meetings for six months and the RGG passes a resolution that the person should no longer be a Regional Governor.
- If an application for a bankruptcy order or a petition for a bankruptcy order or a bankruptcy order is made against them.
- Would be disqualified from acting as a company director or as a charity trustee.
- Has been removed as a trustee for a charity by an order made by the Charity Commission or the High Court.
- Is included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999.
- Is disqualified from working with children in accordance with section 35 of the Criminal Justice and Court Services Act 2000.
- Is barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- Has had a direction made against them under section 142 of the Education Act 2002 or are subject to any prohibition or restriction which takes effect as if contained in such a direction.
- 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 the offence would disqualify them from acting as a charity trustee.

Where a person becomes disqualified from being a Regional Governor and he or she was serving or was proposed to serve, they shall immediately inform the CMAT Directors and the DES. This provision also applies to any member of any committee of the RGG who is not a Regional Governor.

NB: The quorum for a meeting of the RGG, and any vote on any matter shall be three Regional Governors, or, where greater, one third (rounded up to a whole number) of the total number of Regional Governors holding office at the date of the meeting. In the event that at a meeting of the RGG, Foundation Regional Governors are in the minority, no decisions may be taken at that meeting and the meeting adjourned, rearranged and held within 20 school days.

The RGG shall have the following Regional Governors:

- A minimum of seven Foundation Regional Governors. Employees of schools within the designated region are not eligible for appointment as Foundation Regional Governors.
- Two Staff Regional Governors. Unless the CMAT Directors agree otherwise, the RGG should invite nominations from all staff (teaching and non-teaching) employed under a contract of employment (except the Executive team or Principal) or a contract for services at any school within the designated region. If more than two people are nominated the RGG should hold an election by secret ballot of all staff.
- Two Parent Regional Governors. Unless the CMAT Directors agree otherwise, the RGG should invite nominations from all parents of pupils registered at a school within the designated region. However, any parent who is employed to work at a CMAT school in the designated region for more than 500 hours in any twelve consecutive months is not eligible to be a Parent Governor. If more nominations are received than posts vacant the RGG should hold an election by secret ballot of all parents of pupils registered at a school in the designated region.

The number of Foundation Regional Governors in post on a RGG must always be greater than the number of all other Regional Governors in post, by at least two.

The RGG must ensure that the number of Regional Governors who are members of staff at schools within the designated region does not exceed one third of the total number of Regional Governors.

A Staff Regional Governor shall cease to be a Regional Governor when he or she is no longer employed at any school within the designated region.

A Parent Regional Governor shall cease to be a Regional Governor at the end of the school term during which he or she ceases to be a parent of a registered pupil at any school within the designated region.

GENERAL RESPONSIBILITIES FOR REGIONAL GOVERNANCE GROUPS (RGGs)

The RGG will operate in line with Terms of Reference which will be provided by the Diocesan Education Service and will include the following:

- Lead on the implementation of both the vision and strategic plan of the Board of Directors in its schools. This will ensure that all schools align with the CMAT's object to advance the Catholic religion.
- Working with school communities to develop Regional innovative strategic proposals for Board approval to support and improve the provision of High Quality Inclusive education.
- Engaging with schools in the designated region to understand the needs of their parishes and communities.
- Monitoring and evaluating that the schools within the designated region meet the requirements of the Strong and Flourishing CMAT Framework and cover all pillars of CMAT quality. This should include a commitment to the positive promotion of inclusion and wellbeing
- Overseeing the financial and educational performance, including considering associated risks, of the schools in the designated region and ensuring that money for which the RGG is responsible is well spent.
- Holding the school leadership to account for the educational performance of the school and its pupils and the performance management of staff, including undertaking the Performance Management of school leaders.
- Ensuring compliance with the Bishop's Directives and Diocesan Protocols.
- Receiving reports from LGBs and developing any necessary supporting strategies in relation to matters set by the Board from time to time.
- Providing the Board of Directors with exceptions reports, including development plans, as appropriate.
- Appointing school leaders in line with given powers of delegation.
- Supporting schools within the designated region in relation to resolution management, to include, but not limited to, exclusions complaints and HR matters.

THE LOCAL GOVERNING BODY (LGB)

MEMBERSHIP OF THE LGB

Foundation Governors, appointed by the Archbishop, have additional specific responsibilities that they must undertake, namely:

- To be a practising Catholic in full communion with the See of Rome, and not the subject of any canonical censure or penalty.
- To understand that their appointment places a statutory duty upon them to ensure that the religious character of the school is preserved and developed and that the school is conducted in accordance with the provisions of the Archdiocesan Trust Deed.
- To understand that their appointment requires them to comply with the provisions of Canon Law, the teachings of the Catholic Church and such determinations made by the Archbishop and his Trustees and their agent, the Diocesan Education Service, in respect of the school or other schools situated in the Archdiocese.

There must be at least five Governors in post at all times. The process for the appointment of Governors is set out in Annexe B.

A Chair and Vice Chair must be appointed from amongst the Foundation Governors on an annual basis.

All Governors who are not Foundation Governors must, before they commence any Governor duties, sign and return to the DES the Undertaking to the Archbishop which is available on the DES website.

A Governor may resign by written notice to the LGB, but that notice of resignation will not be effective if it would leave less than five Governors on the LGB. On receipt of the notice of resignation, the LGB will inform the CMAT Directors and the DES of the resignation.

A Governor can be suspended or removed by the person or person who appointed him or her. A person (except for a Foundation Governor) may also be suspended or removed by the CMAT Directors but only after the CMAT Directors have given due regard to any representations made by the LGB.

A Governor is disqualified automatically if he or she:

- Is not yet 18.
- Becomes incapable of managing his or her own affairs.
- Has not provided to the Chair of the LGB an enhanced Disclosure and Barring Service check and/or such other check as may be required from Governors from time to time by the DES. If the result of that check discloses any information which would in the opinion of either the Chair of the LGB or the Principal 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.
- Is absent without the permission of the Chair of the LGB from all of its meetings for six months and the LGB passes a resolution that the person should no longer be a Governor.
- If an application for a bankruptcy order or a petition for a bankruptcy order or a bankruptcy order is made against them.
- Would be disqualified from acting as a company director or as a charity trustee.
- Has been removed as a trustee for a charity by an order made by the Charity Commission or the High Court.
- Is included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999.
- Is disqualified from working with children in accordance with section 35 of the Criminal Justice and Court Services Act 2000.
- Is barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- Has had a direction made against them under section 142 of the Education Act 2002 or are subject to any prohibition or restriction which takes effect as if contained in such a direction.

- 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 the offence would disqualify them from acting as a charity trustee.

Where a person becomes disqualified from being a Governor and he or she was serving or was proposed to serve, they shall immediately inform the CMAT Directors and the DES. This provision also applies to any member of any committee of the LGB who is not a Governor.

NB: The quorum for a meeting of the LGB, and any vote on any matter shall be three Governors, or, where greater, one third (rounded up to a whole number) of the total number of Governors holding office at the date of the meeting. In the event that, at a meeting of the LGB, Foundation governors are in the minority, no decisions may be taken at that meeting and the meeting adjourned, rearranged and held within 20 school days.

The LGB shall have the following Governors:

- At least six Foundation Governors. One of the Foundation Governor positions must be made available to a priest. Employees of the school are not eligible for appointment as Foundation Governors.
- One Staff Governor. Unless the CMAT Directors agree otherwise, the LGB should invite nominations from all staff (teaching and non-teaching) employed under a contract of employment (except the Principal) or a contract for services. If more than one person is nominated the LGB should hold an election by secret ballot of all staff.
- Two Parent Governors. Unless the CMAT Directors agree otherwise, the LGB should invite nominations from all parents of pupils registered at the school. However, any parent who is an elected member of the local authority or employed to work at the school for more than 500 hours in any twelve consecutive months is not eligible to be a Parent Governor. If more nominations are received than posts vacant the LGB should hold an election by secret ballot of all parents of pupils registered at the school.
- The Principal, who is always a Governor. This position should be held by the "first in charge" in the school. If the school has an executive leadership structure, then the Executive Principal would normally hold this position unless alternative formal arrangements have been made for the Head of School to hold the position instead.

So long as there is still a majority of two Foundation Governors in post, the LGB may co-opt up to two Governors. A Co-opted Governor is a person who is to serve as a Governor who has not been either elected or appointed. A member of staff may not be co-opted if that would make the number of Staff Governors exceed one third of the number of Governors.

A Staff Governor shall cease to be a Governor when he or she leaves the school.

A Parent Governor shall cease to be a Governor at the end of the school term during which he or she ceases to be a parent of a registered pupil at the school.

GENERAL RESPONSIBILITIES FOR LGBs

The LGB will operate in line with Terms of Reference which will be provided by the Diocesan Education Service and will include the following:

- Upholding the Catholic nature of the school in line with the objects of the CMAT.
- Implementing the vision and strategic direction of the school as set by the Board of Directors, and reporting to the RGG as required.
- On behalf of the Board of Directors, act as the eyes and ears ensuring that the school meets the requirements of the Strong and Flourishing CMAT Framework and cover all pillars of CMAT quality. This should include a commitment to the positive promotion of inclusion and wellbeing.
- Overseeing the financial and educational performance of the school and ensuring that money for which the LGB is responsible is well spent.
- Holding the school leadership to account for the educational performance of the school and its pupils, and for the performance management of staff as outlined in the Scheme of Delegation.
- Ensuring that the school operates in accordance with the policies and procedures of the CMAT, including the appointment of staff as outlined in the Scheme of Delegation.
- Ensuring compliance with the Bishop's Directives and Diocesan Protocols.

- Engaging with pupils, staff, parents, local parishes and the school community to understand their views of the school and implementing a bespoke marketing strategy as appropriate to meet the needs of the school community.

How to use this model scheme of delegation

Each area of the scheme of delegation relates to statutory and best practice functions of governance in a CMAT and where the delegated responsibility for each area lies as follows:

Accountable ≠ accountable for the area/task/decision. This is usually the CMAT Board of Directors as the legally accountable and liable body
Responsible ≠ responsible for delivering the area/task/decision in line with agreed CMAT policies
Consulted ≠ consulted on the area/task/decision and entitled to give/receive feedback
Informed ≠ informed of the area/task/decision through agreed communications channels. No feedback is required from this tier of governance
Provide assurance ≠ monitor the delivery of the area/task/decision and provide assurance to the Board

Each area/task/decision must be undertaken in line with and following any explanatory notes for that task. A link for any notes is provided in the column headed "Annexe Note" of the Scheme of Delegation table.

The model scheme of delegation has been drafted to indicate suggested delegations based on nationally recognised best practice and direction from the DES.

Areas that are greyed out are non-negotiable and delegated powers must remain as laid out in this model scheme of delegation. The areas that are not greyed out may be amended to reflect the practises within an individual CMAT context.

Additional operational areas may be added if required to meet the needs of the CMAT so long as they do not conflict with any non-negotiable area identified within this scheme.

It is the responsibility of the CMAT Board of Directors to review the scheme of delegation annually and in particular, the areas where flexibility is permitted.

CMAT Board Directors may add additional areas within this Scheme of Delegation in line with their CMAT's operational requirements.

SCHEME OF DELEGATION – ANNEXE A

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
	Section A: Vision, ethos, compliance and strategy										
A1	Set CMAT vision, values and strategy		Consulted	Accountable	Responsible	Informed	Informed	Informed		1	Governance & Leadership
A2	Set individual school vision, values and strategy in line with the overall CMAT vision			Accountable	Provide Assurance	Provide Assurance	Responsible	Implementer		1	Governance & Leadership
A3	Set individual school improvement plan in line with CMAT priorities			Accountable	Provide Assurance	Provide Assurance	Responsible	Implementer			School Improvement

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
A4	Ensure compliance with equalities legislation			Accountable	Responsible	Consulted	Provide Assurance	Implementer			Governance & Leadership
A5	Establish and appoint board committees for: Catholic Workforce Audit and Risk Finance and operations Flourishing Catholic Standards in line with the Academy Trust Handbook	Informed	Informed	Accountable							Governance & Leadership

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference
A6	Appoint Lead Directors for: Flourishing Catholic Standards Attendance SEND Pupil Premium Safeguarding Health and Safety and Wellbeing Finance and Operations HR Careers (secondary only)		Informed	Accountable						
A7	Identify the skills and experience the Board needs to effectively discharge its responsibilities		Consulted	Accountable	-	-				
A8	Establish a Regional Governance Group		Consulted	Accountable					A8 Note	17 & 32

	(RGG) in each region									
A9a	Appoint and remove foundation Directors		Responsible	Consulted					A9a Note	
A9b	Appoint and remove Foundation Regional Governors		Responsible	Consulted	Consulted				A9b Note	
A9c	Appoint and remove Foundation Governors		Responsible	Consulted		Consulted	Consulted		A9c Note	
A10a	Appoint co-opted Directors		Consulted	Accountable					A10a Note	
	Operational Task	**Members**	**Diocesan Education Service**	**Board of Directors** (inc committees)	**CEO** (Delivered through CSELs, Exec & central teams)	**Regional Governance Group** (RGG)	**Local Governing Bodies** (LGB)	**Executive Principals / Principals**	**Annexe Note**	**Bishop's Directives Reference**
A10b	Remove co-opted Directors	Accountable	Responsible	Consulted					A10b Note	
A10c	Appoint and remove co-opted Regional Governors	Accountable	Responsible	Consulted	Consulted	Consulted	Consulted	Informed	A10c Note	
A10d	Appoint and remove co-opted Governors		Consulted	Accountable	Consulted	Consulted	Consulted	Consulted	A10d Note	

A11	Remove staff or parent Governors from RGGs and LGBs		Consulted	Accountable	Consulted	Consulted	Consulted	Consulted	A11 Note	
A12	Business Continuity Plan (CMAT level)		Consulted	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer		
A13	Business Continuity Plan (Individual school level)			Accountable	Provide Assurance	Provide Assurance	Responsible	Implementer		
A14	CMAT wide policies (statutory and non-statutory)		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	A14 Note	
A15	Individual school level policies (statutory and non-statutory)			Accountable	Consulted	Provide Assurance	Responsible	Implementer	A15 Note	
A16	CMAT safeguarding practices, with regard to statutory guidance		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	A16 Note	
A17	Compliance with regulatory requirements for looked after children		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	A17 Note	
A18	SCR compliance			Accountable	Provide assurance	Provide Assurance	Provide Assurance	Responsible	A18 Note	

A19	Determine admissions policies		Consulted	Accountable	Consulted	Informed	Responsible	Implementer	A19 Note	6, 7, 8, 9 & 10
	Operational Task	**Members**	**Diocesan Education Service**	**Board of Directors** (inc committees)	**CEO** (Delivered through CSELs, Exec & central teams)	**Regional Governance Group** (RGG)	**Local Governing Bodies** (LGB)	**Executive Principals / Principals**	**Annexe Note**	**Bishop's Directives Reference**
A20	Attend inspections (Ofsted, CSI)		Consulted	Accountable	Implementer	Consulted	Implementer	Responsible		
A21	Ensure land and buildings are maintained and fit for purpose.		Consulted	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	A21 Note	22 & 29
A22	Develop and implement a CMAT wide Estates strategy		Consulted	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer		
A23	Establish and review asset management plan		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	A23 Note	
A24	Statutory compliance with regulations, guidance and policies relating to Health and Safety,		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	A24 Note	30

	premises and accommodation									
A25	Statutory compliance with regulations, guidance and policies relating to the running of a Charitable Company, eg information shared with Companies House, GIAS and CMAT and school website		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer		

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
	Section B: Educational performance and staff performance management										
B1	Set CMAT approach to curriculum and assessment, with regard to Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	B1 Note	21, 23, 24, 26, 27 & 28	High-quality and inclusive education
B2	Set CMAT approach to all other areas of curriculum and		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	B2 Note		High-quality and inclusive education

	assessment, with regard to statutory requirements, not mentioned above										
B3	Deliver Early Years Foundation Stage (EYFS), in line with statutory requirements		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer			High-quality and inclusive education
B4	Production, analysis and review of data at CMAT level		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Informed	B4 Note		School Improvement

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
B5	Production, analysis and review of data at individual school level		Informed	Accountable	Informed	Provide Assurance	Provide Assurance	Responsible			School Improvemer
B6	Deliver careers guidance, with regards to statutory requirements		Informed	Accountable	Provide Assurance	Provide Assurance	Provide Assurance	Responsible			High-quality and inclusive education
B7	Ensure compliance with SEND Code of Practice		Informed	Accountable	Provide assurance	Provide Assurance	Responsible	Implementer	B7 Note		High-quality and inclusive education
B8a	Permanent exclusions and compliance with statutory guidance		Informed	Accountable	Informed	Provide Assurance	Responsible	Implementer			

B8b	Suspensions and compliance with statutory guidance		Informed	Accountable	Provide Assurance	Provide Assurance	Responsible	Implementer	B8 Note		High-quality and inclusive education
B9a	Appointment of CEO and Dismissal of CEO	Informed	Consulted	Accountable					B9 Note	11, 12, 13, 14 & 32	Workforce
B9b	Appointment of Executive Leaders (not CEO)		Consulted	Accountable	Implementer	Consulted					Workforce

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
B9c	Appointment to reserved posts in schools (First in charge of school, Second in charge of school, PICCLs - Person in Charge of Catholic Life, Head of RE, Lay Chaplain and any other role within the CMAT that leads on the provision of Catholic Life and Mission)		Consulted	Accountable	Consulted	Responsible	Implementer	Consulted	B11 Note		Workforce
B12	Staff dismissal (for non-Executive reserved posts) with regard to statutory requirements		Consulted	Accountable	Consulted	Responsible	Implementer	Consulted	B12 Note		Workforce

B13	Staff dismissal (other than for executive and reserved posts) with regard to statutory requirements		Informed	Accountable	Consulted	Responsible	Implementer	Consulted	B13 Note		Workforce
B14	Staff dismissal (central/regional and exec team) with regard to statutory requirements		Informed	Accountable	Responsible				B14 Note		Workforce

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
B15	HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment, Staff CPDF, Staff Wellbeing): CES policies to be used where appropriate		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer			Workforce
B16	Performance Management of the CEO		Consulted	Accountable		Consulted	Consulted	Consulted			Workforce
B17	Performance Management of the Executive Leadership Team		Informed	Accountable	Responsible	Consulted	Consulted	Consulted			Workforce

B18	Performance Management of first in charge within a school setting		Informed	Accountable	Consulted	Responsible	Consulted		B18 Note		Workforce
B19	Performance Management of other school staff		Informed	Accountable	Provide Assurance	Informed	Responsible	Implementer			Workforce

	Operational Task	Members	Diocesan Education Service	Board of Directors (inc committees)	CEO (Delivered through CSELs, Exec & central teams)	Regional Governance Group (RGG)	Local Governing Bodies (LGB)	Executive Principals / Principals	Annexe Note	Bishop's Directives Reference	Trust Descriptors Reference
	Section C: Financial performance										
C1	Ensure CEO is CMAT accounting officer	Informed	Informed	Accountable	Implementer						Governance & Leadership
C2	Set delegated authority limits for financial transactions			Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	C2 Note		Finance & Operations
C3	Establish controls framework including internal audit			Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	C3 Note		Finance & Operations
C4	Annual Budget and 3 year forecast		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	C4 Note	18, 19 & 21	Finance & Operations
C5	Monthly management accounts and forecasts			Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	C5 Note		Finance & Operations

C6	Manage cash position			Accountable	Responsible	Provide Assurance	Provide Assurance	Consulted	C6 Note		Finance & Operations
C7	Monitor pupil premium spend inc. NTP and PE and sport premium			Accountable	Provide assurance	Provide Assurance	Provide Assurance	Responsible	C7 Note		High-quality and inclusive education
C8	Appoint external auditor	Accountable	Consulted	Responsible					C8 Note		Governance & Leadership
C9	Annual report and accounts, with regard to accounts consolidation exercises required by DfE	Informed	Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Provide assurance	C9 Note		Finance & Operations
C10	Manage conflicts of interest and related party transactions		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	C10 Note		Governance & Leadership
	Operational Task	**Members**	**Diocesan Education Service**	**Board of Directors** (inc committees)	**CEO** (Delivered through CSELs,	**Regional Governance Group** (RGG)	**Local Governing Bodies** (LGB)	**Executive Principals / Principals**	**Annexe Note**	Bishop's Directives Reference	Trust Descriptors Reference

					Exec & central teams)						
C11	Ensure compliance with DfE requirements		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer			Governance & Leadership
C12	Ensure adequate insurance cover is in place inc. relevant approvals on indemnities	Informed	Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Consulted	C12 Note		Finance & Operations
C13	CMAT Risk register		Informed	Accountable	Responsible	Provide Assurance	Provide Assurance	Implementer	C13 Note	21	Finance & Operations
C14	Individual school risk register			Accountable	Provide Assurance	Provide Assurance	Provide Assurance	Responsible	C14 Note		Finance & Operations

NOTES – ANNEXE B

Reference	Notes

A8: Establishing structure of Local Governance Layer	• No individual may serve on more than one layer of governance within the CMAT.
	• The CMAT Directors shall appoint an RGG for each designated region within the CMAT.
	• Any CMAT Director shall be entitled to attend any meeting of RGG, LGB and their committees.
	• The CMAT Directors delegate powers to a RGG and LGB by their adoption of this scheme of delegation.
	• The CMAT Directors cannot delegate to a committee or any other body:
	  ○ The preservation and development of the educational character and mission of the CMAT and its schools.
	  ○ Approval of the CMAT budget.
	  ○ Responsibility for ensuring the solvency of the CMAT and its schools.
	  ○ Appointment of the Clerk.
	• The CMAT Directors should review the membership of any committee at least once every academic year.

A9a: Appointing and Removing Foundation Directors	• The Archbishop is accountable for the appointment and/or removal of Foundation Directors. • The Board of Directors will contain a minimum of seven Foundation Directors who are appointed by the Archbishop. At least five of the Foundation Directors will be practising Catholics. The number of Foundation Directors in post on the Board must always be greater than the number of all other Directors in post, by at least two. • Foundation Directors are appointed through an application process overseen by the DES. Application forms must be completed by anyone who wishes to be considered for appointment and a person cannot be deemed to be a Foundation Director until formal confirmation by the DES has been received confirming that the applicant has been appointed and is able to take up the role of Foundation Director. Application forms are available from the DES website. • Foundation Directors are appointed and removed by the Archbishop. The Archbishop may remove or suspend a Director without a reason being given. • The term of office for Foundation Directors is four years unless otherwise specified on appointment.

A9b: Appointing and Removing Foundation Regional Governors	• The Archbishop is accountable for the appointment and/or removal of Foundation Regional Governors. • Each RGG will contain a minimum of seven Foundation Regional Governors. • The number of Foundation Regional Governors in post on a RGG must always be greater than the number of all other Regional Governors in post, by at least two. • Foundation Regional Governors are appointed by the Archbishop through an application process overseen by the DES. Application forms must be completed by anyone who wishes to be considered for appointment and a person cannot be deemed to be a Foundation Regional Governor until formal confirmation by the DES has been received confirming that the applicant has been appointed and is able to take up the role of Foundation Regional Governor. Application forms are available from the DES website. • Foundation Regional Governors can be removed or suspended at any time by the Archbishop without reason being given, through a process overseen by the DES. Where a removal is proposed, the CMAT Directors will be invited to comment before such a removal and the CMAT Directors may make a recommendation to the DES for the removal of a Foundation Regional Governor if they feel there is evidence to support this. • The term of office for Foundation Regional Governors is four years unless otherwise specified on appointment.

A9c: Appointing and Removing Foundation Governors	• The Archbishop is accountable for the appointment and/or removal of Foundation Governors. • Each LGB will contain a minimum of six Foundation Governors. • The number of Foundation Governors in post on an LGB must always be greater than the number of all other Governors in post, by at least two. • One of the Foundation Governor positions on an LGB must be made available to a Priest. In a Primary School this would normally be the priest of the parish that the school serves. In a Secondary School this will normally be the priest of one of the parishes of the feeder schools. • Foundation Governors are appointed by the Archbishop through an application process overseen by the DES. Application forms must be completed by anyone who wishes to be considered for appointment and a person cannot be deemed to be a Foundation Governor until formal confirmation by the DES has been received confirming that the applicant has been appointed and is able to take up the role of Foundation Governor. Application forms are available from the DES website. • Foundation Governors can be removed or suspended at any time by the Archbishop without reason being given, through a process overseen by the DES. Where a removal is proposed, the CMAT Directors will be invited to comment before such a removal and the CMAT Directors may make a recommendation to the DES for the removal of a Foundation Governor if they feel there is evidence to support this. • The term of office for Foundation Governors is four years unless otherwise specified on appointment.

A10a & A10b: Appointing and Removing Co-Opted Directors **(Review this note once the Articles are established to ensure they align with the published documents)**	• Co-Opted Directors are appointed by the existing CMAT Directors who have not themselves been co-opted. Before co-opting a Director, the existing CMAT Directors must ensure that after such co-option there will still be a majority of at least two Foundation Directors in post. • The Board are to consult with the DES on the appointment of Co-Opted Directors. Before the CMAT Board co-opts a Director, the proposed Co-opted Director must complete and submit a Co-Opted Director application form which is available from the DES website. • The term of office for Co-Opted Directors is one year but they can be re-appointed subject to approval of the CMAT Directors and ensuring that there will still be a majority of at least two Foundation Directors in post. • Co-opted Directors may be removed at any time by the CMAT Directors or the Members.
A10c: Appointing and Removing Co-Opted Regional Governors	• Co-Opted Regional Governors will be appointed by the existing Regional Governors who have not themselves been co-opted. • The term of office for Co-Opted Regional Governors is one year but they can be re-appointed by the RGG. • Co-opted Regional Governors may be removed at any time by the RGG, or the Board of Directors having first given due regard to any representations made by the RGG. • Any Co-opted Regional Governor whose removal is proposed should be provided with written details of the case against them, including details of how their case will be handled and the timeframes involved.

A10d: Appointing and Removing Co-Opted Governors	• Co-Opted Governors may be appointed by the existing Governors who have not themselves been co-opted. Before co-opting a Governor, the existing Governors must ensure that after such co-option there will still be a majority of at least two Foundation Governors in post. • The term of office for Co-Opted Governors is one year but they can be re-appointed subject to LGB approval and ensuring that there will still be a majority of at least two Foundation Governors in post. • Co-opted Governors may be removed at any time by the LGB, or the Board of Directors having first given due regard to any representations made by the LGB. • Any Co-opted Governor whose removal is proposed should be provided with written details of the case against them, including details of how their case will be handled and the timeframes involved.
A11: Removing Staff or Parent Governors	• A Staff or Parent Governor may be suspended or removed by the CMAT Directors. The governors may make a recommendation to the CMAT Directors for the removal of a parent or staff governor where that governor has acted contrary to the Code of Conduct in place. • Any Staff or Parent Governor whose removal is proposed should be provided with written details of the case against them, including details of how their case will be handled and the timeframes involved. • The CMAT Directors will give due regard to any representations made by the RGG or LGB, as appropriate, and the Governor concerned.
A14: CMAT wide policies (statutory and non-statutory)	• CMAT policies must be put into practice in all individual schools.

A15: Individual School level policies (statutory and non-statutory)	• Reviewing and amending any individual school policies taking into account adopted CMAT policies. • School policies can be changed by the CMAT Directors where they do not meet the requirements of the Bishop's Directives and Diocesan Protocols or overall CMAT policies.

A16: CMAT safeguarding practices, with regard to statutory guidance
 	
A17: Compliance with regulatory requirements for looked after children
 	
A18: SCR compliance
	• On behalf of the CMAT Directors, the CEO is responsible for ensuring compliance with all safeguarding requirements across the CMAT. This includes compliance with all CMAT policies as well as with other external imposed legislative/statutory and regulatory requirements, ensuring the single central record is maintained for all CMAT based and cross school appointments, and developing and maintaining quality assurance systems to monitor and evaluate the effectiveness of Safeguarding within the CMAT and its schools.
	• Whilst the CEO holds the above responsibilities, in terms of the Single Central Record, the Principal will hold overall responsibility for maintaining this within the individual school setting and the CEO will provide assurance to the CMAT Directors that the Single Central Record is in place and maintained in line with legislative/statutory and regulatory requirements in each school.
	• The CMAT Directors, through the CEO and Executive Team, have a duty to:
	  ○ safeguard and promote the welfare of children
	  ○ have regard to any statutory guidance on safeguarding, issued by the Secretary of State
	  ○ ensure the suitability of staff, supply staff, volunteers, contractors and proprietors
	  ○ appoint a lead Director for Safeguarding
	• The Principal will:
	  ○ appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance
	  ○ appoint a designated safeguarding lead and clearly identify them and all other qualified safeguarding staff
	  ○ Ensure that the Single Central Record is maintained in line with legislative/statutory and regulatory requirements and that the CEO is provided with information to confirm that the school is compliant with these.

A19: Setting admissions policies	• The DES will issue instructions and guidance about admissions and admission policies to schools in the Archdiocese of Birmingham.
	• In accordance with The School Admissions Code the CMAT Directors are the admission authority for each school within the CMAT.
	• The CMAT Directors will:
	  ○ Delegate the day to day responsibility for admissions within each school to the LGB for that school.
	  ○ Appoint a co-ordinator to oversee admissions and liaise with DES
	• The LGB:
	  ○ will 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.
	  ○ will consider all applications for admission to the school and decide whether or not a place can be offered.
	  ○ 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.

A21: Ensure land and buildings are maintained and fit for purpose.	• Professional advice must be sought as required. Any necessary application for consent or authority should be made to the Diocesan Trustees in accordance with any Diocesan requirements. The LGB shall not, without obtaining the prior approval, in writing, of the Trustees and the consent of the Board make any material structural changes or additions or alterations to any buildings which form part of the School Premises or let or give up or transfer possession or control of the School Premises or any part of the School Premises. Refer to the Occupation of School Premises: https://www.bdes.org.uk/uploads/7/2/8/5/72851667/occupation_of_premises_document.pdf

A23: Establish and review asset management plan	• This is to include all assets which can be capitalised.
A24: Statutory compliance with regulations, guidance and policies relating to Health and Safety, premises and accommodation	• All appropriate risk management and H & S training and guidance is provided to undertake this. • Ensure the statutory Diocesan annual return is submitted each year.
B1: Setting CMAT approach to curriculum and assessment, with regard to Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education	• Ensure that the Curriculum of the schools, including all the subjects of the National Curriculum, is taught in the light of the Gospel values and actively promotes the spiritual and moral development of its pupils. • Ensure that RE is in accordance with the teachings, doctrine, discipline and norms of the Catholic church both as a core subject and integrated into other subject areas. • Ensure that RE is in accordance with the Bishops' Conference Curriculum Directory and the Archbishop's Policy and that it constitutes 10% of the curriculum time in the school (5% in sixth form). • Ensure that the Principal is complying with the requirement to provide a daily collective act of worship in accordance with the rites, practices, disciplines, and liturgical norms of the Catholic church and take action to address any issues as appropriate.
B2: Setting CMAT approach to all other areas of curriculum and assessment, with regard to statutory requirements, not mentioned above	• Monitor and oversee the quality of teaching and implement any necessary strategies to support the delivery of educational outcomes. This will be through the appointment of an education standards committee which can be set up by the CMAT Directors. • Determine a curriculum policy for the CMAT to ensure the provision of a balanced and broadly based curriculum.
B4: Production and analysis of educational data at CMAT level	• Review data provided by all schools relating to pupil premium and sports premium and take action to address any issues as appropriate.
B7: Ensuring compliance with SEND Code of Practice	• Ensure training of appropriate staff takes place and legal compliance is met

B8: Suspensions and exclusions and compliance with statutory guidance	• Ensure that each school has a Behaviour Policy in place that incorporates an exclusions policy. • Review the use of exclusions across the CMAT and investigate inconsistencies • Convene a committee to review any exclusion of a pupil. • Review the overall pattern of exclusions at the schools and report this to the CMAT Directors. • Exclude a pupil for a fixed term or permanently as appropriate.
B9: Appointment to reserved posts (CEO, First in charge of school, Second in charge of school, PICCLs - Person in Charge of Catholic Life, Head of RE, Lay Chaplain and any other role within the CMAT that leads on the provision of Catholic Life and Mission)	• The CMAT Directors will have responsibility when considering the appointment of the CEO and Executive Leaders, whether permanent or temporary, • The RGG in partnership with the CSELs, shall appoint all school based reserved posts. • LGBs and Principals can be involved in the appointment of school level posts as listed. • For all appointments, appointments must comply with the "Appointing Leaders Handbook" and involve the DES at all stages. The Appointing Leaders Handbook is available on the DES website.
B11: Central and Exec team staff appointments with regard to statutory requirements	• CFO must be qualified in line with the requirements of the Academy Trust Handbook. • Company Secretary and Clerk to the Board of CMAT Directors must be appointed who are both accountable to the Chair of the Board. • The Board of Directors is responsible for setting the staffing structure of the central team. Their involvement in the recruitment process will be dependent upon the seniority of the post concerned.
B12: Staff dismissal for reserved posts (CEO, First in charge of school, Second in charge of school, PICCLs - Person in Charge of Catholic Life, Head of RE, Lay Chaplain)with regard to statutory requirements	• The CMAT Directors will appoint a committee of 3 to consider any case to dismiss holders of reserved posts, whether permanent or temporary. The Principal may be involved in relation to any reserved post other than their own position.
B13: Staff dismissal (other than for reserved posts) with regard to statutory requirements	• The CMAT Directors may delegate the dismissal of staff to the CEO/CSEL/Principal as appropriate.

B14: Staff dismissal (central and exec team) with regard to statutory requirements	• The CMAT Directors may delegate the dismissal of executive leaders or members of the central team to the CEO. Where delegation is not granted, a committee of 3 directors shall be appointed. • The CMAT Directors will appoint a committee of 3 to consider any case to dismiss a CEO or other Executive Leaders.
B18: Performance Management of first in charge within a school setting	• As part of their performance management review all reserved post holders must have a target that focusses on RE and Catholic Life.
C2: Setting delegated authority limits for Financial transactions	• It is the responsibility of the CMAT Directors to approve a CMAT wide financial scheme of delegation which ensures that the CMAT can operate efficiently and effectively. • This delegation should be reviewed on an annual basis lead by the CEO and the central team.
C3: Establishing controls framework including internal audit	• The CMAT Directors are accountable for establishing a framework for internal audit across the CMAT. This will be completed on advice from the CEO and the central team. Internal audit programme should be guided by the Risk Register, Financial External Audit and other process audits. The Risk committee of the CMAT Directors would lead this process. • The appointment of internal auditors is the responsibility of the CMAT Directors, on advice and guidance from the central team.
C4: Annual Budget and 3 year forecast	• The CMAT Directors will approve the balanced financial budget for the CMAT prior to submission to the EFSA. Reference should also be made to the Academies Trusts Handbook regarding setting deficit budgets. • The Central Finance Team will be responsible for compiling the budget with the leadership of the individual schools. • As a minimum the CMAT must prepare a current year plus 2 forecast for submission to the EFSA.

C5: Monthly management accounts and forecasts	• The central team are responsible for compiling management accounts on a monthly basis. These must present a true and fair reflection of the current financial position and, based on current assumptions, the outturn performance for the CMAT at the end of the financial year. • The central team MUST publish accounts which are made available to the Chair for review every month. The CMAT Directors MUST consider these when they meet and be assured that they have appropriate oversight of the financial position of the CMAT. • The RGG will be provided with regular reports on the financial status of the schools within the RGG. • The LGB will be provided with regular reports on the school's financial status via the Principal's Report at each LGB meeting.
C6: Managing cash position	• The central team is responsible for the day to day management of the cash position. The CMAT must manage its cash position robustly, must avoid becoming overdrawn, and must not breach restrictions on borrowing. • The CMAT Directors MUST approve any investment policy, ensuring that the risks are appropriately managed.
C7: Monitoring pupil premium spend inc. NTP and PE and sport premium	• Principals are responsible for reporting as required and publishing on individual school websites, their expenditure relating to National Tutoring Programmes, Pupil Premium, PE and Sports Premium and any other nationally allocated grants in line with atimetables. • The spend against these funding sources is to be monitored by the LGB.
C8: Appointing external auditor	• Auditors are to be appointed by the CMAT Members. The CMAT Directors will ensure (re-) appointment is recommended to the Members on an annual basis. • CMATs should retender their external audit contract at least every 5 years.
C9: Annual report and accounts, with regard to accounts consolidation exercises required by DfE	• The central team are responsible for compiling the annual report with support from the Directors and the external auditors. • The CMAT Directors approve the accounts before submission to the EFSA and the annual accounts are received by the Members via the DES.

C10: Managing conflicts of interest and related party transactions	• Conflicts of interest are to be declared by the CMAT Directors , Regional Governors and Governors and any declarations and/or related party transactions will be managed in line with the Academy Trust Handbook.
C12: Ensuring adequate insurance cover is in place inc. relevant approvals on indemnities	• The CMAT Directors are responsible for ensuring that all insurance requirements are covered. This will also need to comply with the requirements explicit in the use of assets agreement with the Diocese. • The CMAT central team will advise on the most appropriate route for the insurance provision across the CMAT. Insurance cover will include (but not limited to): Public Liability, Employers Liability, Motor Vehicles and Cybersecurity (where cover can be arranged)
C13: CMAT Risk register	• A central CMAT register must be compiled in line with the requirements of the Academy Trust Handbook. It is the responsibility of the full board to review the risk register regularly, this must be done at least annually.
C14: Individual Academy Risk register	• Each school must manage a local risk register which is relevant to the school. This local risk register should also be used to inform the CMAT risk register.